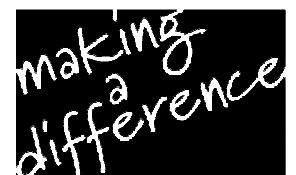


# Overview and Scrutiny Committee

Wednesday, 15th  
September,  
2010  
7.00 pm

Committee Room Two  
Town Hall  
Redditch



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

# Access to Information - Your Rights

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The Local Government (Access to Information) Act 1985 widened the rights of press and public to attend Local Authority meetings and to see certain documents. Recently the Freedom of Information Act 2000, has further broadened these rights, and limited exemptions under the 1985 Act.

Your main rights are set out below:-

- Automatic right to attend all Council and Committee meetings unless the business would disclose confidential or “exempt” information.
- Automatic right to inspect agenda and public reports at least five days before the date of the meeting.
- Automatic right to inspect minutes of the Council and its Committees (or summaries of business undertaken in private) for up to six years following a meeting.
- Automatic right to inspect lists of background papers used in the preparation of public reports.
- Access, upon request, to the background papers on which reports are based for a period of up to four years from the date of the meeting.
- Access to a public register stating the names and addresses and electoral areas of all Councillors with details of the membership of all Committees etc.
- A reasonable number of copies of agenda and reports relating to items to be considered in public must be made available to the public attending meetings of the Council and its Committees etc.
- Access to a list specifying those powers which the Council has delegated to its Officers indicating also the titles of the Officers concerned.
- Access to a summary of the rights of the public to attend meetings of the Council and its Committees etc. and to inspect and copy documents.
- In addition, the public now has a right to be present when the Council determines “Key Decisions” unless the business would disclose confidential or “exempt” information.
- Unless otherwise stated, all items of business before the Executive Committee are Key Decisions.
- (Copies of Agenda Lists are published in advance of the meetings on the Council’s Website:  
**[www.redditchbc.gov.uk](http://www.redditchbc.gov.uk)**

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**If you have any queries on this Agenda or any of the decisions taken or wish to exercise any of the above rights of access to information, please contact**

**Jess Bayley  
Overview and Scrutiny Support Officer**

**Town Hall, Walter Stranz Square, Redditch, B98 8AH**

**Tel: 01527 64252 (Ext. 3268) Fax: (01527) 65216**

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**Minicom: 595528**

# Welcome to today's meeting.

## Guidance for the Public

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### **Agenda Papers**

The **Agenda List** at the front of the Agenda summarises the issues to be discussed and is followed by the Officers' full supporting **Reports**.

### **Chair**

The Chair is responsible for the proper conduct of the meeting. Generally to one side of the Chair is the Committee Support Officer who gives advice on the proper conduct of the meeting and ensures that the debate and the decisions are properly recorded. On the Chair's other side are the relevant Council Officers. The Councillors ("Members") of the Committee occupy the remaining seats around the table.

### **Running Order**

Items will normally be taken in the order printed but, in particular circumstances, the Chair may agree to vary the order.

**Refreshments** : tea, coffee and water are normally available at meetings - please serve yourself.

### **Decisions**

Decisions at the meeting will be taken by the **Councillors** who are the democratically elected representatives. They are advised by **Officers** who are paid professionals and do not have a vote.

### **Members of the Public**

Members of the public may, by prior arrangement, speak at meetings of the Council or its Committees. Specific procedures exist for Appeals Hearings or for meetings involving Licence or Planning Applications. For further information on this point, please speak to the Committee Support Officer.

### **Special Arrangements**

If you have any particular needs, please contact the Committee Support Officer.

Infra-red devices for the hearing impaired are available on request at the meeting. Other facilities may require prior arrangement.

### **Further Information**

If you require any further information, please contact the Committee Support Officer (see foot of page opposite).

### **Fire/ Emergency instructions**

**If the alarm is sounded, please leave the building by the nearest available exit – these are clearly indicated within all the Committee Rooms.**

**If you discover a fire, inform a member of staff or operate the nearest alarm call point (wall mounted red rectangular box). In the event of the fire alarm sounding, leave the building immediately following the fire exit signs. Officers have been appointed with responsibility to ensure that all visitors are escorted from the building.**

**Do Not stop to collect personal belongings.**

**Do Not use lifts.**

**Do Not re-enter the building until told to do so.**

**The emergency Assembly Area is on Walter Stranz Square.**

# Declaration of Interests: Guidance for Councillors

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DO I HAVE A "PERSONAL INTEREST" ?

- Where the item relates or is likely to affect your **registered interests** (what you have declared on the formal Register of Interests)

**OR**

- Where a decision in relation to the item might reasonably be regarded as affecting **your own** well-being or financial position, or that of your **family**, or your **close associates** more than most other people affected by the issue,

you have a personal interest.

WHAT MUST I DO? **Declare the existence, and nature, of your interest and stay**

- The declaration must relate to specific business being decided - a general scattergun approach is not needed
- **Exception** - where interest arises only because of your membership of another **public body**, there is no need to declare unless you **speak** on the matter.
- You **can vote** on the matter.

IS IT A "PREJUDICIAL INTEREST" ?

In general only if:-

- It is a personal interest **and**
  - The item affects your **financial position** (or conveys other benefits), or the position of your **family, close associates** or bodies through which you have a **registered interest** (or relates to the exercise of **regulatory functions** in relation to these groups)
- and**
- A member of public, with knowledge of the relevant facts, would reasonably believe the interest was likely to **prejudice** your judgement of the public interest.

WHAT MUST I DO? **Declare and Withdraw**

BUT you may make representations to the meeting before withdrawing, **if** the public have similar rights (such as the right to speak at Planning Committee).



# Overview and Scrutiny Committee

Wednesday, 15th September, 2010

7.00 pm

Committee Room 2 Town Hall

## Agenda

### Membership:

Cllrs:	Diane Thomas (Chair)	William Norton Brenda Quinney
	Anita Clayton (Vice-Chair)	Mark Shurmer Graham Vickery
	Kath Banks	
	Bill Hartnett	
	Robin King	

<p><b>1. Apologies and named substitutes</b></p>	<p>To receive apologies for absence and details of any Councillor (or co-optee substitute) nominated to attend this meeting in place of a member of this Committee.</p>
<p><b>2. Declarations of interest and of Party Whip</b></p>	<p>To invite Councillors to declare any interest they may have in items on the Agenda and any Party Whip.</p>
<p><b>3. Minutes</b> (Pages 1 - 10)  C Felton - Head of Legal, Equalities and Democratic Services</p>	<p>To confirm the minutes of the most recent meeting of the Overview and Scrutiny Committee as a correct record.</p> <p>(Minutes attached)</p> <p><b>(No Specific Ward Relevance)</b></p>
<p><b>4. Actions List</b> (Pages 11 - 14)  C Felton - Head of Legal, Equalities and Democratic Services</p>	<p>To note the contents of the Overview and Scrutiny Actions List.</p> <p>(Report attached)</p> <p><b>(No Specific Ward Relevance)</b></p>
<p><b>5. Call-in and Scrutiny of the Forward Plan</b></p>	<p>To consider whether any Key Decisions of the Executive Committee's most recent meeting(s) should be subject to call-in and also to consider whether any items on the Forward Plan are suitable for scrutiny.</p> <p>(No separate report).</p> <p><b>(No Specific Ward Relevance)</b></p>

# Overview and Scrutiny

Committee

Wednesday, 15th September, 2010

<p><b>6. Task &amp; Finish Reviews - Draft Scoping Documents</b></p>	<p>To consider any scoping documents provided for possible Overview and Scrutiny review.</p> <p>(No reports attached)</p> <p><b>(No Direct Ward Relevance)</b></p>
<p><b>7. Task and Finish Groups - Progress Reports</b></p>	<p>To consider progress to date on the current reviews against the terms set by the Overview and Scrutiny Committee.</p> <p>The current reviews in progress are:</p> <ol style="list-style-type: none"><li>1. External Refurbishment of Housing Stock – Chair, Councillor G Vickery; and</li><li>2. Joint Worcestershire Hub – Redditch representative, Councillor R Hill.</li></ol> <p>(Oral reports)</p> <p><b>(Greenlands Ward)</b></p>
<p><b>8. Joint Worcestershire Hub Task and Finish Review - Written Submission</b></p> <p>(Pages 15 - 60)</p>	<p>To discuss and approve proposals for the consideration of the Joint Worcestershire Hub Task and Finish Group, for inclusion in a written submission to the Group.</p> <p>(Reports attached and oral report to follow).</p> <p><b>All Wards</b></p>
<p><b>9. Sub-Regional Choice Based Lettings - Presentation</b></p> <p>E Hopkins, Housing Options Manager</p>	<p>To receive a presentation on the subject of sub-regional choice based lettings.</p> <p>(Verbal presentation to follow).</p> <p><b>All Wards</b></p>
<p><b>10. Quarterly Performance Monitoring - Quarter 1 - April to June 2010</b></p> <p>(Pages 61 - 82)</p> <p>H Bennett - Director of Policy, Performance and Partnerships</p>	<p>To consider the quarterly performance report, showing indicators which have improved, declined or remained static when compared to the same period in the previous financial year.</p> <p>(Report attached)</p> <p><b>All Wards</b></p>

# Overview and Scrutiny

Committee

Wednesday, 15th September, 2010

<p><b>11. Quarterly Budget Monitoring - Quarter 1 - April to June 2010</b>  (Pages 83 - 98)  T Kristunas, Head of Finance and Resources</p>	<p>To provide members with an overview of the budget, including the achievements of approved savings as at the end of quarter 1 2010/11.</p> <p>(Report attached).</p> <p><b>All Wards</b></p>
<p><b>12. Worcestershire Scrutiny Chairs and Vice Chairs Network - Feedback</b></p>	<p>To receive feedback from the Chair and Vice Chair of the Overview and Scrutiny Committee and from the Chair of the Crime and Disorder Scrutiny Panel on the outcomes of the latest Worcestershire Scrutiny Chairs and Vice Chairs Network Meeting and the implications for scrutiny in Redditch.</p> <p>(Oral reports)</p> <p><b>(No Specific Ward Relevance)</b></p>
<p><b>13. Referrals</b></p>	<p>To consider any referrals to the Overview &amp; Scrutiny Committee direct, or arising from:</p> <ul style="list-style-type: none"><li>• The Executive Committee or full Council</li><li>• Other sources.</li></ul> <p>(No separate report).</p> <p><b>(No Specific Ward Relevance)</b></p>
<p><b>14. Work Programme</b>  (Pages 99 - 106)  C Felton - Head of Legal, Equalities and Democratic Services</p>	<p>To consider the Committee's current Work Programme, and potential items for addition to the list arising from:</p> <ul style="list-style-type: none"><li>• The Forward Plan / Committee agendas</li><li>• External publications</li><li>• Other sources.</li></ul> <p>(Report attached)</p> <p><b>(No Specific Ward Relevance)</b></p>

# Overview and Scrutiny

Committee

Wednesday, 15th September, 2010

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## **15. 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”.

**All Wards**

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# Overview and Scrutiny Committee

25th August 2010

## MINUTES

### Present:

Councillor Diane Thomas (Chair), Councillor Anita Clayton (Vice-Chair) and Councillors Peter Anderson, Bill Hartnett, Robin King, William Norton, Brenda Quinney, Mark Shurmer and Graham Vickery

### Also Present:

Councillors Andrew Brazier and Derek Taylor.

### Officers:

H Bennett, C John, J Pickering, S Skinner, J Staniland and C Wilson

### Committee Services Officer:

J Bayley and J Smyth

### 65. APOLOGIES AND NAMED SUBSTITUTES

An apology for absence was received on behalf of Councillor Kath Banks.

### 66. DECLARATIONS OF INTEREST AND OF PARTY WHIP

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

### 67. MINUTES

#### RESOLVED that

**the minutes of the meetings of the Committee held on 22nd July and 4th August 2010 be confirmed as correct records and signed by the Chair.**

### 68. ACTIONS LIST

The Committee considered the latest version of the Action List and specific mention was made about the following items:

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Chair

# Overview and Scrutiny Committee

25th August 2010

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a) Portfolio Holder Annual Reports – Action 6

Members were informed that all of the Portfolio Holders had been contacted and advised about the new procedures for the delivery of their Annual Reports before the Committee. It was also noted that dates had already been agreed for four of the six Portfolio Holders' attendances at future meetings.

b) Work Programme – Work experience opportunities for young people in Redditch Task and Finish Exercise – Action 8.3)

Members were informed that Councillor Gandy would be producing the required scoping document for consideration at the 21st September meeting of the Committee.

c) Future of Overview and Scrutiny Conference on 5th October 2010 – Action 9

Members noted that, owing to work commitments, Councillor R King would not be available to attend the conference as first planned. Instead, Councillor Quinney had agreed to attend and report back to the Committee.

**RESOLVED that**

**the report be noted.**

**69. SCRUTINY OF THE FORWARD PLAN**

Members considered whether any items on the Forward Plan, 1st September to 31st December 2010, were suitable for further scrutiny.

The Committee considered that the item on Contractual Arrangements for the Arrow Valley Countryside Centre would be of interest although, it was noted, the contract procurement process had already commenced and bids were being sought. Members were, however, still interested in receiving a report outlining the audit trail, consultation responses and progress to date prior to consideration by the Executive Committee in order to assess whether the contractual arrangements proposed met with the original specifications set by the Executive Committee.

# **Overview and Scrutiny Committee**

25th August 2010

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**RESOLVED that**

**the Arrow Valley Countryside Centre – Contractual Arrangements report be subject to further scrutiny.**

## **70. TASK & FINISH REVIEWS - DRAFT SCOPING DOCUMENTS**

The Committee considered a draft scoping document in relation to the external refurbishment of housing stock in Woodrow. The proposer of the item, Councillor Graham Vickery, reiterated the points as detailed in the scoping document. In particular he expressed concerns that the appearance of the properties in Woodrow might impact on the wellbeing and quality of life of local residents.

Whilst acknowledging that the external décor of some housing stock in Woodrow was not good, Members questioned its choice as an area for external refurbishment as there were a number of residential areas across the town that would benefit from such work.

Councillor Vickery advised that he had chosen Woodrow as he was familiar with the condition of the properties in that location. However, he had no objection if any approved refurbishment scheme was expanded to cover other areas.

**RESOLVED that**

- 1) a Task and Finish Group be established to review the External Refurbishment of Housing Stock;**
- 2) Councillor Graham Vickery be appointed to Chair the Task and Finish Group;**
- 3) Officers liaise with Members over the appointment of the membership of the Task and Finish Group and the launch of the review.**

## **71. TASK AND FINISH GROUPS - PROGRESS REPORTS**

The Committee was informed that, subsequent to Councillor Hopkins' appointment to the Executive Committee, Councillor Roger Hill had been nominated to replace her as the Council's representative on the Joint Worcestershire Hub Scrutiny Task and Finish Group.

# **Overview and Scrutiny Committee**

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Officers advised that the Task and Finish Group had reached a stage where they could draft their initial recommendations at the following meeting on 29th September. In view of this, and to ensure input from Redditch Borough Council Members, it was agreed that the Committee would discuss the content of a written submission at their following meeting on 15th September with a view to making recommendations for the Group's consideration on the 29th September,

## **RESOLVED that**

- 1) Councillor Roger Hill be appointed as the Council's co-opted representative on the Joint Worcestershire Hub Task and Finish Group;**
- 2) the Committee discuss the matter in further detail at the following meeting on 15th September 2010 to produce a written submission for the consideration of the Joint Worcestershire Scrutiny Group on 29th September 2010; and**
- 3) the Committee's Work Programme be amended accordingly.**

## **72. CLIMATE CHANGE STRATEGY**

(Mr Simon Oliver, a consultant on the Strategy, was in attendance and spoke to the Committee at the discretion of the Chair.)

The Committee considered a report which provided detailed information on a proposed Joint Climate Change Strategy for Bromsgrove District Council and Redditch Borough Council and the key issues facing both Councils in relation to reducing its own carbon emissions through best practice and encourage reductions in residents' homes, local businesses and transport. Officers' briefly reported on the aims of the strategy and advised that, whilst the Council had more work to do, it had done demonstrably well with the initiatives put in place to date, particularly in respect of energy consumption which had seen a reduction in carbon emissions of 8% in general terms, with the exception of mileage claims, which had increased by 5%, due in some part, to shared working arrangements with Bromsgrove.

Members made a number of suggestions for the Council to improve its own carbon emissions by reducing mileage claims by:

# Overview and Scrutiny Committee

25th August 2010

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- a) utilising public transport whenever possible and practical;
- b) encouraging car sharing, cycling and walking to work;
- c) providing bus passes for Officers travelling on Council business; and
- d) providing pool cars to restrict vehicle use.

Members also discussed actions that could be taken to encourage the wider population of the Borough to address climate change:

- a) promoting loft insulation;
- b) encouraging less wastage of water;
- c) encouraging cycling and walking to work;
- d) working with Bus Companies to provide better public transport systems;
- e) providing more green spaces;
- f) increasing town centre pedestrian areas;
- g) improving waste schemes such as the anaerobic design – an onsite waste treatment process that reduces the amount of waste to be removed and reduces the regularity of collections. This would be a relatively inexpensive system that could be incorporated into Local Plan policies for new developments; and
- h) supporting more renewable energy generation.

Members all agreed that the Council should do everything it could to adopt ambitious targets for the Climate Change Strategy by aiming high and leading by example.

Mr Simon Oliver, one of the Council's consultants on the strategy, advised Members on other initiatives and developments in relation to electric vehicles and their potential for reducing emissions in the future.

Members suggested that the strategy should incorporate an Executive Summary with an introduction preceding the Action Plan and further suggested that Officers might wish to consider producing a Powerpoint presentation to present the strategy on future occasions for ease of reference,

**RESOLVED that**

**the report be noted; and**

# **Overview and Scrutiny Committee**

25th August 2010

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## **RECOMMENDED that**

- 1) **subject to noting Members' comments as detailed in the preamble above, the Joint Climate Change Strategy be adopted by the Council; and**
- 2) **the Council adopt highly ambitious targets for the Joint Climate Change Strategy, including a commitment for the installation of anaerobic digesters to be a condition for new build developments in the Redditch Local Plan.**

### **73. NEIGHBOURHOOD GROUPS TASK AND FINISH GROUP - MONITORING REPORT**

The Committee received and noted, without comment, an implementation monitoring report on actions that had been taken and completed to date to implement the Neighbourhood Group Task and Finish Group's recommendations which had been approved in December 2009.

## **RESOLVED that**

**the report be noted.**

### **74. DRAINAGE - UPDATE REPORT**

The Committee received a report on progress in relation to the monitoring of ditches and other associated land drainage strategies, including an update on recent changes in legislation, some of which were still to be clarified. Members were informed that the Council had obligations to both comply with and enforce legislation and that close working relationships with other land drainage partners had resulted in a number of high profile enforcement actions. A detailed PowerPoint presentation, which illustrated the various points that required consideration, was provided for information with additional oral updates in response to Members' queries.

The potential for residential gardens to expand into open land that might previously have been the locations for drainage ditches was identified as a concern. Officers advised that any such occurrences were liable to be identified as part of the Planning Application consultation processes. Members also discussed potential problems that might arise with regards to ditches that were not in the control of drainage authorities such as those on land under the control of farmers. Members questioned what approach was

# Overview and Scrutiny Committee

25th August 2010

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adopted to deal with agencies and other landowners who built over drainage ditches. Officers reported that legislation was in place to deal with such matters with historical issues being more of a problem to resolve than issues resulting from new development.

Members expressed support for improved channel flows and reviewing existing balancing areas to maintain and improve capacity storage. The large number of ponds to be found in Redditch and their associated drainage issues was also highlighted, particularly those in Oakenshaw Woods and Southcrest, to which Officers advised that, while work had been done to alleviate some drainage issues, the outlets were outdated and in poor condition.

The Committee noted that, whilst the legislative changes had been instigated, Commencement Orders, instructions on when and how the new legislation was to be implemented by April 2011, was still awaited which had led to delays. Members were also informed that, whilst new legislation suggests that certain roles could be undertaken at a more local level, the County Council would have overall responsibility and powers to intervene if considered necessary. Officers were looking at a common approach with other Local Drainage Authorities, through the proposed Joint North Worcestershire Land Drainage Partnership, to collaborate on reviewing existing and future drainage implications to keep costs down.

## **RESOLVED that**

**the report be noted, and**

## **RECOMMENDED that**

- 1) the Council's policies on ditches be initially applied to Arterial Ditches only;**
- 2) the Council consider its position with regard to the implications of the Flood Risk Regulations 2009 and the Flood and Water Management Act 2010; and**
- 3) a report be prepared by Officers, as previously instructed by Members, setting out proposals for a Joint North-Worcestershire Land Drainage Partnership, in accordance with the guidance provided in the documents referred to in recommendation 2 above.**

# Overview and Scrutiny Committee

25th August 2010

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## 75. BUDGET SCRUTINY - FEEDBACK FROM MEETING

The Committee was informed that, the Chair and Vice Chair had recently met with relevant Officers to discuss improving the Committee's budget scrutiny processes and in particular, the possibility of implementing the "Scrutiny Café" idea that had won Hertfordshire County Council the top award at the recent annual Scrutiny Awards Ceremony in London. As a result of these discussions, however, it had been agreed that the Hertfordshire model was more of an aspiration that the Committee could look at in more depth in the future.

Officers acknowledged that Members had had limited opportunity in the past to undertake budget scrutiny and were therefore proposing convening two budget scrutiny workshops in October and November (suitable dates to be organised) to which relevant Officers, Portfolio Holders and Scrutiny Members would be invited.

### **RESOLVED that**

- 1) **the proposed budget scrutiny workshops, to be held in October and November and to be attended by relevant Officers and Portfolio Holders, be endorsed; and**
- 2) **the report be noted.**

## 76. REFERRALS

There were no referrals.

## 77. WORK PROGRAMME

Members considered the Committee's current Work Programme and noted the following updates:

### a) Stratford District Council Visit

Stratford District Council had recently introduced a commissioning body model of Overview and Scrutiny. The Council was aware that Redditch Borough Council operated a similar model of scrutiny and had recently been commended for scrutiny work in the Centre for Public Scrutiny's (CfPS) Good Scrutiny Awards. Representatives from Stratford district had therefore approached Redditch with a request to attend and observe a meeting of the Redditch Overview and Scrutiny Committee in action. They had also asked to interview



# Overview and Scrutiny Committee

25th August 2010

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representatives of Redditch Borough about the council's Task and Finish Group process to learn about best practice. It was agreed that Stratford District Council's requests be granted and also that they be asked to provide questions to assist with preparing responses in advance of the meeting.

b) Scrutiny Skills Workshop – Worcestershire County Hall

Members were informed about a training opportunity at County Hall, where a Scrutiny Skills Workshop had been organised for the 5th October from 5.00 to 9.00pm. Officers advised that six places were available for Redditch Councillors interested in attending. It was noted that the newly appointed Overview and Scrutiny Officer, who was due to join Committee Services in September, was hoping to take up the one Scrutiny Officer places.

c) Town Centre Landscape Improvements Report

Members were advised that the Town Centre Landscape Improvements report, scheduled for the Committee's consideration on 21st September 2010, had been postponed until December 2010 / January 2011.

d) Redditch Health Action Plan

Members were advised that the Redditch Health Action Plan, scheduled for consideration on 15th September 2010, had been postponed with a new date to be agreed.

**RESOLVED that**

- 1) **the Chair, Councillor Thomas, and Councillors Banks and R King meet with the delegates from Stratford District Council to discuss Task and Finish Group processes;**
- 2) **Stratford District Council be asked to provide a list of questions in advance of the meeting to assist with preparation and responses; and**
- 3) **subject to any updates previously agreed during the course of the meeting, the Committee's Work Programme be noted.**

# **Overview and Scrutiny**

Committee

25th August 2010

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The Meeting commenced at 7.05 pm  
and closed at 9.10 pm

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CHAIR

**Actions requested by the Overview and Scrutiny Committee**

<b>Date Action Requested</b>	<b>Action to be Taken</b>	<b>Response</b>
14th July 2010  <b>1</b>	Members questioned what courses would not be provided if the REDI Centre were to be closed.	Officers were asked to provide this information in due course. Lead Officer, Project Development Manager, estimated completion date, not specified. TO BE DONE.
22nd July 2010  <b>2</b>	Members approved two recommendations relating to concessionary bus travel. This included the recommendation that a notice of motion be put to full Council on 9th August 2010 asking that a letter be sent to the Department of Transport expressing concern about the lack of detailed information regarding funding for concessionary fares in 2011.	These recommendations were recorded in the minutes of the meeting. The notice of motion was withdrawn by the Councillor proposing the item on 9th August. It is understood that the notice of motion will be resubmitted for consideration at the Council meeting on 20th September. TO BE DONE.
4th August 2010  <b>3</b>	Members discussed the points that had been raised during the course of the Scrutiny Work Programme Planning Event concerning public engagement. With scrutiny.	Officers to scope options for public speaking at Overview and Scrutiny Committee meetings and the practicalities involved in convening Overview and Scrutiny Committee meetings at various locations across the borough and to report back for the consideration of the Committee at a later date. Lead Officer, Head of Legal, Equalities and Democratic Services, Estimated completion date not specified. TO BE DONE.

<p>4th August 2010</p> <p style="text-align: center;"><b>4</b></p>	<p>Members agreed to add the following items to the Committee's Work Programme, based on the issues that had been raised during the Scrutiny Work Programme Planning Event: Promoting Redditch – for a Task and Finish review exercise; and</p>	<p>The Overview and Scrutiny Committee's Work Programme has been amended to incorporate this suggested item. The Councillor who proposed the item, Councillor Vickery, has been contacted regarding completion of a scoping document for the proposed review. TO BE DONE.</p>
<p>4th August 2010</p> <p style="text-align: center;"><b>5</b></p>	<p>Members agreed that a Councillor should arrange to attend the Future of Overview and Scrutiny Conference on 5th October 2010.</p>	<p>Councillor Quinney is due to attend the conference on behalf of the Council. TO BE DONE.</p>
<p>25th August 2010</p> <p style="text-align: center;"><b>6</b></p>	<p>Members requested a report providing an audit trail in relation to an item on the Forward Plan: the Arrow Valley Countryside Centre – Contractual Arrangements.</p>	<p>This item has been added to the Committee's Work Programme Accordingly for 21st September 2010. Lead Officer, Leisure Services Manager, estimated completion date, 21st September 2010. TO BE DONE.</p>
<p>25th August 2010</p> <p style="text-align: center;"><b>7</b></p>	<p>Members approved the terms of reference for a review of the external refurbishment of housing stock in Woodrow. Officers were required to contact the Group Leaders and all non-executive Councillors to help arrange the appointments to this Task and Finish Group.</p>	<p>All non-Executive Councillors and the political party group leaders have been informed about the establishment of this review. Confirmation of the final appointments is awaited from the political party group leaders. DONE.</p>
<p>25th August 2010</p> <p style="text-align: center;"><b>8</b></p>	<p>Members confirmed the appointment of Councillor Roger Hill as the Council's co-opted representative on the Joint Worcestershire Hub Task and Finish Group. Officers were asked to confirm this arrangement with both Councillor Hill and the Scrutiny Officers from Worcestershire County Council.</p>	<p>Councillor Hill and the Scrutiny Officers from WCC have been advised of this arrangement accordingly. DONE.</p>

<p>25th August 2010</p> <p><b>9</b></p>	<p>Members agreed to draft points for inclusion on a written submission for the consideration of the Joint Worcestershire Hub Task and Finish Group at the next meeting of the Committee.</p>	<p>The Committee's Work Programme has been amended accordingly. WILL BE DONE DURING THIS MEETING.</p>
<p>25th August 2010</p> <p><b>10</b></p>	<p>Members agreed to convene two budget scrutiny workshops in October and November 2010. Officers were asked to schedule dates for these workshops accordingly.</p>	<p>Officers have identified suitable dates for the budget scrutiny workshops and amended the Committee's Work Programme accordingly. DONE.</p>
<p>25th August 2010</p> <p><b>11</b></p>	<p>Members requested that the delegation from Stratford District Council be asked to propose a series of questions concerning Task and Finish reviews prior to meeting with members in October as this would enable appropriate preparation prior to the interview.</p>	<p>The delegates from Stratford district Council have been contacted and advised of this request accordingly. DONE.</p>



**DRAFT****Scrutiny Proposal****BACKGROUND**

<b>Topic: Worcestershire Hub Scrutiny</b>			
Background to the issue	<p>The Worcestershire Hub is the first point of contact for the public and has a key role to play in transforming customer services.</p> <p>The topic was initiated by Council following a Notice of Motion to Council in June 2009 which stated that 'Residents are becoming increasingly frustrated at the difficulty in accessing the Hub and obtaining a response to their enquiries. The areas of concern include the length of time taken to answer calls and the lack of feedback.</p> <p>The Overview and Scrutiny Performance Board identified the Worcestershire Hub as a priority for scrutiny at its meeting on 10 September 2009 and it was subsequently included in the scrutiny work programme, which was approved by Council on 1 October 2009.</p>		
Terms of reference of scrutiny	<p><b>To look at:</b></p> <ul style="list-style-type: none"> <li>• <b>The development of the Worcestershire Hub, including the shared service</b></li> <li>• <b>How to make the Worcestershire Hub fit for purpose in the future</b></li> <li>• <b>Differences in provision across Worcestershire, what they are and why they exist?</b></li> <li>• <b>What are the gaps in provision and what are the opportunities?</b></li> </ul>		
Scrutiny Officer & Scrutiny Liaison Officer support	<p>Emma James / Jo Weston, Overview and Scrutiny Officers</p> <p>Suzanne O'Leary, Overview and Scrutiny Manager</p> <p>Scrutiny Liaison Officers across Directorates</p>		
<b>Suitability for scrutiny. Which of the following criteria does it meet?</b>			
<i>Is the issue a priority area for the Council?</i>	Yes	<i>Does it examine a poorly performing service?</i>	<i>Recently the service has been under strain</i>
<i>Is it a key issue for local people?</i>	Yes	<i>Has it been prompted by new Government guidance or legislation?</i>	No
<i>Will it be practicable to implement the outcomes of the scrutiny?</i>	Yes	<i>Will it result in improvements to the way the Council operates?</i>	Yes

<i>Are improvements for local people likely as a result?</i>	Yes	
<b>Scope of scrutiny</b> (what issues will it cover and what won't it cover)	<p>The Worcestershire Hub includes the county council and the six district councils. Therefore, although this scrutiny has been initiated and will be led by the county council, it is proposed that the task group will co-opt a member from each district council. This model has been selected to fully involve the districts, and keep working arrangements as simple as possible, to allow this scrutiny to progress quickly.</p> <p>The scope of the scrutiny exercise will cover:</p> <p>The whole of the Worcestershire Hub - countywide          The journey of the Worcestershire Hub          Worcestershire Hub Shared Service (WHSS)          Performance – traditionally, currently, plans          Specific services          Differences across local centres and districts          Future development</p>	
<b>Advantages to conducting scrutiny &amp; Indicators of success (ie how will you know a good scrutiny has been done?)</b>	<p>A good scrutiny exercise will...</p> <ul style="list-style-type: none"> <li>• Channel the concerns of both the county and district councils, providing a more efficient and effective method of scrutinising the Hub (a one-hit exercise)</li> <li>• Increase understanding of the Worcestershire Hub – what it is, what it isn't, journey of the Worcestershire Hub, where there are challenges, achievements, performance, local differences, range of services, access to information, Worcestershire Hub Shared Service, development plans, etc.</li> <li>• Provide clarity as to the role of the Worcestershire Hub – generally and for specific services</li> <li>• Recognise and understand achievements, the current position and challenges</li> <li>• Provide support and help shape the development of the Worcestershire Hub for the benefit of customers</li> <li>• Shape the performance framework and communications plans (communication with members)</li> <li>• Shape plans for expansion of the Worcestershire Hub Shared Service</li> <li>• Have potential to simplify the governance arrangements</li> </ul>	
<b>Has anyone else examined the issue? Views of External Bodies on doing this scrutiny?</b>	<p>Overview &amp; Scrutiny of South Worcestershire Revenues and Benefits Shared Services – currently being undertaken by Malvern Hills District Council, Worcester City Council and Wychavon District Council.</p>	



Any disadvantages or pitfalls to conducting this scrutiny?	<p>Important to include concerns of the individual district councils.</p> <p>Keeping on track – the Hub is a large and complex topic.</p> <p>Logistics involved in liaising with all of the district councils and a larger task group, which may slow down the pace of the scrutiny.</p> <p>Overcoming common perceptions - important to make sure all task group members share the same knowledge base at the start of the scrutiny.</p> <p>Concentrate on what outcomes the scrutiny can achieve for the future, rather than focusing on the past.</p>
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### **INFORMATION NEEDS**

Key Documents, Reports & Data required	<p>There is a huge amount of information available, and it is therefore important to clarify what information is needed and why.</p> <p>History / Background – partners, structure, performance, services Worcestershire Hub Business Case – 2008 Governance Joint Committee (JC) details – Legal Agreement Joint Committee Reports Performance Reports Service details Local differences Direction Development Plan (WIP)</p>
Possible interviewees (who to question)	<p>Worcestershire Hub Shared Service District Councils Chief Executives Heads of Service – key service areas Chair / Vice Chair of Joint Committee Worcestershire Hub Strategic Management Group Worcestershire Hub Operational Management Group</p>
Site Visits (where to visit)	<p>WHSS Contact Centre Customer Service Centres Are there any local authority examples of excellence?</p>
Types of meeting/ consultation needed? (eg workshops/ focus groups/ public meetings/ questionnaires etc)	<p>Consider how to consult the public, starting with existing practices and plans (e.g. Citizens' Panel, Compliments and Complaints data)</p> <p>Councillor questionnaire?</p>
Media & publicity needs? (eg. Press releases, newspaper ads/leaflets/web features)	<p>Likely to attract media interest – liaise with Member Communications Officer</p>

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**OUTLINE TIMETABLE**

Proposal to OSPB	10 December 2009
Evidence Gathering	January 2010 – March 2010
Scrutiny Report drafting	April 2010
Scrutiny Report to OSPB	June 2010
Scrutiny Report to Cabinet	July 2010

## SCRUTINY PROPOSAL - THE WORCESTERSHIRE HUB

### Summary

1. The Overview and Scrutiny Performance Board (OSPB) is asked to consider a scrutiny proposal to establish a scrutiny task group to look at the Worcestershire Hub.

### Background

2. Following a Notice of Motion put to the meeting of the County Council on 25 June 2009, stating that 'Residents are becoming increasingly frustrated at the difficulty in accessing the Hub and obtaining a response to their enquiries'. The topic was added to the OSPB's long list of suggested issues for scrutiny.

3. Consequently, the OSPB at its meeting on 10 September 2009 identified the Worcestershire Hub as a priority for scrutiny and it was included in the Scrutiny Work Programme, which was approved by the County Council at its meeting on 1 October 2009.

4. The OSPB further agreed that the Worcestershire Hub would be subject to an in depth scrutiny exercise and a scrutiny proposal would be developed for further discussion.

### Suggested Terms of Reference

5. The suggested terms of reference are to look at:

- The development of the Worcestershire Hub, including the shared service.
- How to make the Worcestershire Hub fit for purpose in the future.
- Differences in provision across Worcestershire, what they are and why they exist?
- What are the gaps in provision and what are the opportunities?

### Issues Suitable for Scrutiny

6. The OSPB agreed to use a set of criteria (listed below) to help determine its scrutiny programme. A topic does not need to meet all of these criteria in order to be scrutinised, but they are intended as a guide for prioritisation.

- Is the issue a priority area for the Council?
- Is it a key issue for local people?
- Will it be practicable to implement the outcomes of the scrutiny?
- Are improvements for local people likely?
- Does it examine a poor performing service?
- Will it result in improvements to the way the Council operates?
- Is it related to new Government guidance or legislation?

**Next Steps**

7. Other points which need to be taken into account when considering whether to review a particular issue are:

- is the subject specific? – to ensure that task groups understand exactly what they are scrutinising; and
- is it achievable within a realistic timescale?

**Supporting Papers**

8. Members are asked to take into account issues raised in paragraphs 6 and 7 above and determine whether they wish to set up a scrutiny task group on the Worcestershire Hub and if so to consider, comment on and agree the terms of reference for the scrutiny.

Appendix 1 - Scrutiny Proposal: The Worcestershire Hub

**Contact Points**

**County Council Contact Points**

Worcester (01905) 763763, Kidderminster (01562) 822511 or Minicom: Worcester (01905) 766399

**Specific Contact Points for this Report**

Alyson Grice/Samantha Morris, Overview and Scrutiny Officers, Corporate Services Directorate (Ext 6619);  
email: [agrice@worcestershire.gov.uk](mailto:agrice@worcestershire.gov.uk)  
[sjmorris@worcestershire.gov.uk](mailto:sjmorris@worcestershire.gov.uk)

**Background Papers**

In the opinion of the proper officer (in this case the Director of Corporate Services) the following are the background papers relating to the subject matter of this report.

- Agenda papers and minutes relating to the meeting of the County Council on 25 June 2009; and
- Agenda papers and minutes relating to the OSPB meeting on 10 September 2009.

**Relevant extract from the minutes of the Overview and Scrutiny Committee meeting on Wednesday 23rd June 2010**

The Committee received oral reports in relation to current reviews, namely:

a) Local Strategic Partnership

It was reported that eight further recommendations had been drafted at the most recent meeting of the Task and Finish Group. An additional witness interview was due to take place in June. The review was still considered to be on course for completion ahead of schedule and it was likely that the Group's final report would be presented in July / August 2010.

b) Worcestershire Hub Review

The Chair thanked Councillor Hopkins for attending the meeting on behalf of the Committee. It was acknowledged that she had only recently taken on the role of the Council's co-opted Member on the Group and that she was not, therefore, fully conversant with the work of the review to date.

Councillor Hopkins reported that she had attended the most recent meeting of the Task and Finish Group and referred Members to her notes attached to the Agenda. She provided the following answers to the questions on the subject of the Worcestershire Hub service and Task and Finish review that had been proposed by members:

1) What stage has the Joint Worcestershire Hub Scrutiny Task Group reached in the review of the Worcestershire Hub Service?

Councillor Hopkins advised that, from what she had understood from the meeting, the review of the Hub was well past the half-way stage.

2) What actions are likely to be suggested to improve the delivery of the service?

Councillor Hopkins reported that a number of actions were already being implemented; specifically for Redditch, a similar change to that already made by Bromsgrove who have provided one telephone number for their Revenues and Benefits service which has, it would seem, helped to reduce the number of enquiries to their back offices. It was anticipated that a similar set up in Redditch would have a similar impact on reducing calls through the Hub.

Redditch had introduced the option for its Switchboard to offer callers the opportunity to key in Office extension numbers (if

known) which provided automatic transfers of calls and speeded up the process for passing on calls.

- 3) During the course of the Neighbourhood Groups Review in Redditch we consulted with residents who frequently complained about the Worcestershire Hub at Neighbourhood Group meetings. Has any attempt been made during the review to consult with residents about the service?

It was reported that a number of consultation processes were undertaken, namely:

- i) Customer Questionnaire – January / February
- ii) Worcester Viewpoint in May – a general newsletter but included an article on the Hub for feedback
- iii) Your Views Count – an online area on the Hub website which provided a questionnaire for users to complete and submit.

- 4) What measures are being taken to improve the Worcestershire Hub telephone service?

Councillor Hopkins advised that she had no further information on other measures to be taken at this time. It was reported that the Group's Chair had suggested that perceptions had indicated that the service had much improved. This view was not shared by the Committee and Members highlighted several of their own experiences when dealing with enquires through the Hub, namely:

- i) A Member reported that during an enquiry through the Hub until they mentioned they were a Borough Councillor; they had been treated in an unsatisfactory manner.
- ii) A Member recently ordered a new wheelie bin and after several calls, which lasted between ten and fifteen minutes each, they ended up with five wheelie bins.
- iii) A Member attempted to report a problem with a pavement to the Highways Unit. This had not resulted in any action and they had eventually been advised to contact a County Councillor to resolve the issue.
- iv) A Member reported that, in his experience, using the Hub to access services was very frustrating because you could not approach individual services to discuss issues.

It was questioned what value was added to the delivery of services if people were prevented from having direct contact with relevant services. Officers reported that the ultimate vision for the Hub had

been that a customer could contact any Hub in the County to resolve an issue regardless of where they lived in the County or who the responsible authority was. Due to technical difficulties, however, this ideal of service delivery still remained to be achieved.

Councillor Hopkins was asked to report the concerns and experiences highlighted by Members to the Joint Scrutiny Review Group for further consideration. It was noted that Councillor Hopkins would provide written updates for the Committee after every Review Group meeting.

In the context of external appointments, it was highlighted that, as Councillors, Members were appointed to a number of outside bodies, such as the Worcestershire Hub Board. However, they were not aware of providing updates on the work of these outside bodies for other Members' consideration. It was reported that feedback on outside Body appointments was supposed to be directed through the Executive Committee, although this rarely happened.

**RESOLVED that**

- 1) the updates be noted;**
- 2) Councillor Hopkins be asked to report the Committee's concerns and comments on the Worcestershire Hub service back to the Joint Scrutiny Review Group for consideration; and**
- 3) Officers be requested to review the arrangements currently in place for delivering reports on the subject of Members' work on outside bodies.**





**Worcestershire Hub Scrutiny Task Group**

**Meeting 1, Wednesday 27 January 2010, 1.30pm – Notes / Action sheet**

Members

Worcestershire County Council

Bob Banks (lead)  
 Lucy Hodgson  
 Beverley Nielsen  
 Stephen Peters  
 David Thain

District Councils (co-optees)

Graham Ballinger (Wyre Forest District Council)  
 Laurie Evans (Wychavon District Council)  
 Roger Sutton (Malvern Hills District Council)  
 Kit Taylor (Bromsgrove District Council)  
 Geoff Williams (Worcester City Council)

Observing: Serena Croad and John Waring (Malvern Hills District Council)

Officers

Patrick Birch, Director of Corporate Services (DCS) – items 1-3

Rachel Hill, Head of Customer Service (HCS) – items 1-3

Scrutiny: Suzanne O'leary, Overview and Scrutiny Manager, Emma James and Jo Weston, Overview and Scrutiny Officers (job-share), Annette Stock, Policy & Review Officer and Emma Breckin, Performance Improvement Officer (Scrutiny Liaison Officers)

Available papers

Agenda

Item 3 – presentation handouts and performance information

	<b>Action</b>
<p>1. <b>Welcome/Apologies</b>                      The Chair welcomed everyone to the meeting.</p> <p>Apologies were received from Nathan Desmond (Worcestershire County Council) and Robin King (Redditch Borough Council).</p> <p>The Malvern District Council representative had changed since circulation of the agenda, to Roger Sutton, in place of Serena Croad.</p> <p>Bob Banks declared a personal interest, as a member of the Worcestershire Hub Board. Lucy Hodgson declared a personal interest in relation to her district councillor role with Worcester City Council, as she was the Cabinet Member with responsibility for Customer Care and Citizens' Engagement, and also a member of the Hub Shared Service Management Board.</p> <p>The Scrutiny Manager had taken advice on these declarations of interest, and confirmed that they were not prejudicial interests as the terms of reference for the scrutiny did not involve scrutinising decisions already taken. Additionally, Bob Banks did not have voting rights on the Hub Board.</p>	<p><i>Circulate additional papers</i></p> <p>Include item on all future agendas</p>
<p>2. <b>Background and Terms of Reference of the Scrutiny</b>                      The Scrutiny Manager clarified that this was a county council informal task group, with co-opted district members and not a joint committee. The scrutiny proposal had been circulated to district councils before being endorsed by the County Council's Overview and Scrutiny Performance Board (OSPB).</p>	

The agreed terms of reference for the scrutiny exercise are to look at:

- **The development of the Worcestershire Hub, including the shared service**
- **How to make the Worcestershire Hub fit for purpose in the future**
- **Differences in provision across Worcestershire, what they are and why they exist?**
- **What are the gaps in provision and what are the opportunities?**

The chairman stressed the importance of looking towards the future development of the Hub.

Should, during the course of this meeting, the Task Group want to make changes to the terms, then this would need to be cleared by the OSPB. However, the detail set out in the proposal was not intended to be exhaustive and could be added to, such as the list of potential interviewees. It was planned to take evidence during February/March, and report findings in early Summer 2010.

**3. Overview of the Worcestershire Hub** – the Head of Customer Services gave a presentation overview which included the background, achievements, current position, performance, future direction, customer focus, challenges, opportunities and thoughts on areas for improvement. (Handouts were provided)

- At the time of its establishment, one sole contact centre was felt to be a step too far, and therefore a network of smaller teams and centres had been put in place, building on the existing one stop shops
- at a later stage, the Worcestershire Hub Shared Service was set up, incorporating Worcester City, Malvern, and Worcestershire County Councils. The new contact centre for the shared service was at Perry Wood (Worcester). Feedback from staff there, and from visitors to Perry Wood was very positive
- 70% of the range of Worcestershire County Council services were now channelled via the Hub
- the HCS and DCS hoped that one of the outcomes of the scrutiny would be to encourage members' understanding of the Hub and its aims, as it was felt that there were a number of misconceptions
- one misconception was that the contact centres used 'a plethora' of automated options (e.g. press 1, press 2) – to date this had not been true, although more use could be made of it, as the pattern of customer demands changed
- it was not the intention of the Hub to remove choices for customers and it was recognised that some customers would always prefer face to face service. However, the way in which people accessed information and services continued to change, especially towards self-service electronic use, and it was important to maximise on this demand. There were areas such as pupil admissions where it would not be hard to increase self service from 20% to 50%. Many parents already accessed services online, which gave them greater flexibility around their other commitments
- payments made in person was also an area to work on
- the Hub lay at the heart of service transformation, the BOLD programme (better outcomes leaner delivery) and WETT (Worcestershire enhanced two-tier working)
- investment in IT was important for the WETT programme, and this had

been carefully programmed, for example with plans for the shared regulatory service

- the Hub contact centres used Sisco call centre software (via Hewlett-Packard). Customer Relationship Management (CRM) software was also used, although it was not fully integrated across all services across the county. Many authorities used the Sisco system and a number use CRM. The contract with Hewlett-Packard was due for renewal in 2013.

Question and answer session with the Head of Customer Services and Director of Corporate Services

Main points from discussion

- it was confirmed that most local authorities had corporate contact centres, though not all had one stop shops. There was huge variation in the range and depth of services which were incorporated. The Worcestershire Hub participated in benchmarking, but it was extremely difficult to make comparisons because of the differences in provision
- the HCS visited other local authorities, especially when introducing a new service
- several members felt that although many people had complained about getting through to the Hub by phone, once they had made contact they had found the staff very helpful
- some north Worcestershire representatives felt that the Hub contact centres served their areas well, and that the recent problems related to the shared service . They did not feel the performance information table reflected this
- each local authority had its own complaints procedure
- the centres making up the Worcestershire Hub monitored satisfaction by various means, such as requesting customers to complete feedback cards, or by calling them back. The HCS said that more monitoring would be desirable
- the main factor for the recent problems had been the economic downturn, and the vastly increased demand for revenues and benefits' services in the south of the county, via the shared service. Many of these enquiries were complex, and from people who had not previously claimed benefits
- it was clarified that although this may have been the trigger for the scrutiny, the resulting terms of reference were much broader than just the shared service, and were very much focused on the way forward for the Hub. The scrutiny had not started earlier because the county scrutiny programme had not been agreed until September, following the county council elections in June 2009. The OSPB agreed the proposal on 10 December 2009
- some members had previously been involved in an earlier district council scrutiny of South Worcestershire Revenues & Benefits Shared Services
- it was clarified that national performance indicator NI14 (Avoidable contact) was misleading, and actually referred to reducing the amount of contact a customer had to make to resolve their enquiry. It was not a target aimed at reducing overall contact with the customer
- members had mixed views on whether there was growing demand for online services and self-service. Some argued that a high proportion of people, especially older people, continued to want a face to face, walk-in service. Others felt that increasingly, people preferred to access services and information electronically, and that this gave greater flexibility around their other commitments

- everyone agreed that the website needed improvement, especially to make information easier to find
- during the recent snow, the shared service contact centre had been open at the earlier time of 6.30am everyday (usually 8am) and on peak days had experienced an additional 500 calls. The HCS felt the shared service had been very responsive to the weather situation, which impacted greatly on services such as highways and refuse collection
- by the end of 2008, it had become evident that the vast majority of contacts made in person were related to district council services (and not county). This prompted a realignment of county council funding from April 2009 to better reflect this balance, though the re-aligned funds remained within the overall Hub. The districts were given quite a lot of notice of these plans and discussions were held with them. Members asked whether the funding arrangement could be reviewed annually, and the HCS advised that she was unsure what the current arrangements were, but that theoretically this would be possible
- the HCS advised that in comparison with other local authorities, the Worcestershire Hub had progressed much further in winning over services to the Hub. Social care was an example where the initial perception had been that very few calls could be routed via the Hub, but in practice many instances had been revealed
- the transfer of the blue badge scheme to the Hub was an example where the process had been dramatically improved, cutting average waiting times from 8 weeks to 30 minutes. The former process had been vastly speeded up by making clear what information was required for the application beforehand
- the HCS confirmed that in respect of the Hub management structure and board, she felt enabled to make decisions quickly
- there was very little information on financial savings brought about by the Hub, mainly because its original development was based on joined-up services, rather than on substantial savings, and had been developed in conjunction with other directorates and local authorities – members found this incredulous and it was agreed that in hindsight this was regrettable
- when asked about the impact of incompatibility of IT systems (between the Hub and the service) in hindering the flow of information relating to an enquiry, members were advised that full integration had not yet been agreed. The HCS was very keen to speed this process up, and considerable improvement had been made in some areas. E.g. for highways related enquiries, the flow of information from the Hub to Highways had progressed very well. The flow of information back was not so good, but it was hoped to improve this by the Summer. Other improvements had been made further down the line in the process, for example with the contractor.
- for contact centres using the customer relationship management service, it was much easier to monitor satisfaction
- members felt that a single software provider would be beneficial and that the Hub needed to start preparing for the approach of 2013, when current contracts were up for renewal

#### 4. Planning the scrutiny

##### Agreed points:

- All task group members who had not already done so, should visit the Perry Wood contact centre (shared service)
- members should also visit other Hub centres (initially those who had

EJ/JW to  
liaise with  
RH

<ul style="list-style-type: none"> <li>already been to Perry Wood)</li> <li>it was important that task group members actually used the Hub, especially in view of recent improvement</li> </ul>	Task Group
<ul style="list-style-type: none"> <li>the district council co-opted members should act as liaison points for the scrutiny and provide feedback from their district</li> </ul>	Task Group
<ul style="list-style-type: none"> <li>there was very little information which had been captured for savings made as a result of services being channelled via the Hub. However, the Group was keen to look at anticipated future savings, and discuss this with appropriate representatives from the district councils             <ul style="list-style-type: none"> <li>➤ ask about measures taken to assess costs and savings? What was the potential slippage, especially when factoring in potential increased IT costs?</li> <li>➤ include arrangements for task group to prepare for this discussion</li> </ul> </li> </ul>	EJ/JW
<ul style="list-style-type: none"> <li>verify the importance of compatibility between IT systems in speeding up the flow of information relating to an enquiry, from start to completion</li> </ul>	?
<ul style="list-style-type: none"> <li>was there another local authority provision which we could learn from and perhaps visit?             <ul style="list-style-type: none"> <li>➤ Request comparative information, accompanied by commentary to explain the differences in provision (Gloucestershire was a possibility)</li> </ul> </li> </ul>	RH to suggest
<ul style="list-style-type: none"> <li>consideration was given to how to incorporate the views of the public. Key areas included the quality of response to an enquiry, from start to finish. Where possible, this should make use of existing communication channels / consultations e.g. citizens panel, parish bulletins             <ul style="list-style-type: none"> <li>➤ it may be possible to survey users at random points during the process?</li> </ul> </li> </ul>	Check citizen panel dates/ CALC bulletins
<ul style="list-style-type: none"> <li>consideration was given to a councillor questionnaire, similar to that used during a previous Highway Maintenance scrutiny (2007)</li> </ul>	EJ/JW
<ul style="list-style-type: none"> <li>Lucy Hodgson was participating in a pilot for a small group of county councillors to log enquiries via the Hub – the results from this could be a further source of information</li> </ul>	RH
<ul style="list-style-type: none"> <li>look at example(s) of services already routed through the shared service</li> </ul>	RH
<ul style="list-style-type: none"> <li>it would be important to inform the Worcestershire Enhanced Two Tier programme (WETT) of the findings from this scrutiny</li> </ul>	EJ/JW
<u>Information requested:</u>	
<ul style="list-style-type: none"> <li>organisational chart (units, location, how they link, what services, who accountable to, also governance arrangements)</li> </ul>	RH
<ul style="list-style-type: none"> <li>performance information broken down for separate area contact centres e.g. Bromsgrove / Redditch, and for problem hot spots</li> </ul>	RH
<ul style="list-style-type: none"> <li>any financial information relating to savings made so far (the Scrutiny Liaison Officer reiterated the advice that unfortunately very little had been captured, although some information was available, for example savings made through closure of buildings)</li> </ul>	RH
<ul style="list-style-type: none"> <li>statistics to compare performance info with other area Hubs (acknowledged that v difficult to compare like for like as the types of services routed via the Hub varies considerably). Gloucestershire has some similarity, would need commentary to define differences</li> </ul>	RH
<ul style="list-style-type: none"> <li>statistics for customer feedback</li> </ul>	RH

- results from pilot for a small group of county councillors to log enquiries via the Hub
- Hub shared services newsletter

RH

RH

**Next steps**

Arrange dates for future meetings

Set up full task group meeting talk about future savings with appropriate members and officers from the districts.

Emma  
James / Jo  
Weston  
would be  
in contact  
with Task  
Group

In the meantime visits to Perry Wood / other Hub centres could be arranged.

The meeting ended at 3.50pm

**Worcestershire Hub Scrutiny Task Group**

**Meeting 2, Thursday 18 March 2010, 11.30am – Notes / Action sheet**

Members

Worcestershire County Council

Bob Banks (lead)  
Lucy Hodgson  
Stephen Peters

District Councils (co-optees)

Laurie Evans (Wychavon District Council)  
Roger Sutton (Malvern Hills District Council)  
Kit Taylor (Bromsgrove District Council)  
Geoff Williams (Worcester City Council)

Officers

Wychavon District Council – item 2

Vic Allison, Deputy Managing Director  
Amanda de Warr, Democratic Services Manager  
Nick Jefferies, Head of Revenues and Benefits Shared Service

Scrutiny: Suzanne O'leary, Overview and Scrutiny Manager, Emma James, Overview and Scrutiny Officer, Tony Dipple, Head of Financial Appraisal and Scrutiny Liaison Officer for Financial Services Annette Stock, Policy & Review Officer and Emma Breckin, Performance Improvement Officer (Scrutiny Liaison Officers)

Available papers

Agenda

	<b>Action</b>
<p>1. <b>Welcome/Apologies</b> The Chair welcomed everyone to the meeting.</p> <p>Apologies were received from Beverley Nielsen, Nathan Desmond, Jinny Pearce, Jenny Greener and David Thain.</p> <p>The representatives for Redditch Borough Council and Wyre Forest District Councils had changed (to Jinny Pearce and Jenny Greener). Unfortunately they were unable to attend today's meeting.</p> <p>Bob Banks declared a personal interest, as a member of the Worcestershire Hub Board. Lucy Hodgson declared a personal interest in relation to her district councillor role with Worcester City Council, as she was the Cabinet Member with responsibility for Customer Care and Citizens' Engagement, and also a member of the Hub Shared Service Management Board.</p>	<p>Include item on all future agendas</p>
<p>2. <b>District Council Perspective – Wychavon District Council</b></p> <ul style="list-style-type: none"> <li>- Vic Allison, Deputy Managing Director</li> <li>- Amanda de Warr, Democratic Services Manager (with responsibility for the Hub)</li> <li>- Nick Jefferies, (Head of Revenues and Benefits Shared Service)</li> </ul> <p>At the first task group meeting, members had agreed the importance of seeking the views of the district councils (both officers and councillors). Each district council Chief Executive had been asked to put forward witnesses who could</p>	

most usefully contribute to the scrutiny ( a list is included in the agenda for the task group members). The first of these discussions was with Wychavon District Council officers.

The agenda report included some suggested lines of enquiry.

The Democratic Services Manager briefly outlined the nature of customer contact provision at Wychavon, which was 'not a typical model' within the Hub partnership. Face to face contact centre provision had been in place for over 20 years, and there were now three contact centres. These were now managed within the Hub partnership. However, unlike the other district councils, all telephone calls (except for revenues and benefits) were answered by a Wychavon DC switchboard, and were not part of the Hub. Now that Wychavon had joined the revenues and benefits shared service, those calls were dealt with at the Hub call centre.

For all services except for revenues and benefits, face to face staff dealt with calls up to a certain point (which varied for each service), after which the enquiry would be passed onto the service area. There was a small facility within each service area, to provide a 'hub-like' service.

### Main discussion points

- Wychavon had not joined the Hub in its full capacity when the partnership was set up in 2002, because its own telephony operation was managed very differently to other districts and the transition to the Hub would have been hugely complex. At the time members felt it important to have experts answering the phones and did not want an automated system, although this view went against officer advice at the time. Some members continued to hold the view that 'calls should be answered by the experts'
- the Deputy Managing Director raised the question of 'where, organisationally, do we want our experts to be?' It could be argued that to reduce 'avoidable contact', experts needed to be on the frontline
- Wychavon is currently reviewing how it deals with its customers, and would need to reorganise how it deals with telephony internally, before it could consider how it may use the Hub in the future
- the way in which councils worked with their customers continued to change and evolve and Wychavon's integration to the Hub was something which would be kept under review. There was potential for change – the prime incentive to join would be customer experience, although cost saving would also be important
- Wychavon's experience of working with the Hub as regards face to face customer service was very positive, and had brought benefits such as improved service, value for money and extended opening hours. Greater partnership working had resulted in a wider service (the Evesham centre worked in partnership with West Mercia Police)
- regarding governance arrangements for the Hub, these did not present any problem to Wychavon officers, because of the way in which the district operated. The Democratic Services Manager was part of the Hub Strategic Management Board, which she found very useful. A



weakness may be member involvement, as the set-up was quite large and did not meet as often as would be useful – this meant that meetings tended to review the past rather than look to the future

- regarding agreement for a shared regulatory service, as part of the Worcestershire enhanced two tier working, the Deputy Managing Director said that getting agreement from members on the Hub had been the most difficult part. The Democratic Services Manager believed that calls would be handled at the shared service contact centre (Perry Wood, Worcester), in the same way as the revenues and benefits service operated
- customer satisfaction monitoring was something which the Democratic Services Manager wanted to do more of and produce more meaningful reports. The Hub carried out quite a lot. Wychavon itself carried out some, including complaints monitoring. It was easier to monitor satisfaction with the face to face service, as customers were generally happy to participate, whereas on the telephone it was harder to keep the customer on the phone
- the Wychavon member commented that during his visit to the shared service centre at Perry Wood, the on-screen completion of forms by customer service staff worked very well. Callers had the impression they were ringing Wychavon District Council
- in respect of measuring performance, the officers felt there was a tension between quantity and quality – the nature of a call centre environment focused on visual displays of call queues, and this clashed with enquiries which, by their nature, may require 20 minutes' attention
- when asked about the future, including the shared regulatory service, it was agreed that there was limited capacity to deal with the different customer response standards which each district council operated to, although different services could still be provided by each district within a shared service
- it was agreed that there would be a drive to standardise standards with regard to the shared regulatory service – and it was pointed out that it would be extremely complex for a CSA to work to up to six varying customer service standards
- the Democratic Services manager felt that it was important not to distance the customer so far from the back office that it led to a breakdown in the relationship between the two
- the officers referred to the 80/20 model – which was based on the belief that 20% of business calls were too complicated to be dealt with at the first point of contact, and required back office resources, or expert knowledge within the Hub
- during a member visit to the face to face Hub at Malvern, it had been learned that a Planning Officer was available every morning
- one complaint was the difficulty in getting an officer name from the Hub
- officers felt that encouraging take-up of online and self-service options

was a necessity, crucially because it freed up the face to face service for those who really needed it. To date the range of online services available was not huge and there was certainly scope for this development

- one possible source of information regarding how to move customers to a different way of contacting an organisation (known as "channel shifting") may be utility companies, although their operation may be driven more by cost than satisfaction
- it was recognised that changing customer behaviour was very difficult and the effort required to achieve this should not be underestimated. Wychavon had considered ways of incentivising customers, for example to switch from cheque payments to direct debits
- the Deputy Managing Director pointed out that face to face service, although popular (maybe too popular) was very expensive in terms of resources, staff and opening times. In addressing the current economic pressures, the scope of this provision would need to be looked at
- service transformation was very costly and onerous. Identifying service efficiencies between partners was crucial, but actually resourcing them was another thing. One of the frustrations of the current situation with the revenues and benefits shared service was the lack of 'down time' – instead they were 'treading water'
- it was agreed that although performance of the Hub telephony service had changed dramatically, negative perceptions remained
- obstacles for the future development of the Hub included IT, the many different systems and the fact that they were not integrated – resulting in duplication of effort, and how to ensure information was easily accessible

### **Revenues and Benefits Service**

- the Head of Revenues and Benefits Shared Service felt that use of the Hub for this service was logical and had supported the transition. However, he did not believe it realistic for customer service staff to provide a full service which met service levels for the subject area as well as the contact centre
- revenues and benefits queries could be particularly complex and involved many different processes. Staff from revenues and benefits continued to have concerns that some calls required expertise which could not be provided by a generic customer service advisor
- a recent report stated concerns from the citizens' advice bureaux, that the quality of service had declined
- the business case for the revenues and benefits and the intended customer interface had not yet been fully realised
- for revenues and benefits, the call centre staff had access to the same information as the service area staff

- in respect of revenues and benefits enquiries, face to face staff dealt with enquiries on the same level as customer service staff at Perry Wood. Additionally, Wychavon staff also validated forms
- a fast-track system had been introduced, which, from receipt of forms, aimed to give a decision within 48 hours. The majority of forms were posted to the Council, but it was hoped the option of being able to complete forms online would increase
- it was confirmed that more than 50% of the face to face service time was attributed to revenues and benefits enquiries, something which was a consequence of the shared service. Previously, the face to face service would have dealt with enquiries up to a certain point, after which they would have referred on to the service area – now the face to face staff had to deal with much more in-depth enquiries, of up to one and a half hour duration

3. **Hub visits update** – this item was deferred until 24 March meeting.

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4. **Next steps**

**Task group meeting 24 March, 2pm at County Hall**

- South Worcestershire Revenues and Benefits Shared Service Joint Scrutiny

Information required

- Governance – priority
- Vision
- Performance data, including that which is reported to the Boards/committees
- Performance information and key performance indicators from the districts
- Original business case
- Monthly Hub bulletins

EJ/JW to  
progress

Members were advised that some of this information, for example the governance arrangements and performance information was complex and would need to be presented in context.

In view of the discussions today on performance and the tension between quantity and quality, it would be important for the Group to consider what good performance should look like.

Members queried whether the original timetable for the scrutiny was still achievable (which had been to collect evidence by March/April, and report findings to cabinet in July). The Scrutiny Manager advised that, as the information outlined above had not yet been received, it was possible that the original timetable may slip.

The meeting ended at 12.55pm



**Worcestershire Hub Scrutiny Task Group Meeting**

**Wednesday 24 March 2010, 2.00pm – Notes / Action sheet**

Members

Worcestershire County Council

Bob Banks (lead)  
Nathan Desmond  
Lucy Hodgson  
Stephen Peters

District Councils (co-optees)

Laurie Evans (Wychavon District Council)  
Jinny Pearce (Redditch Borough Council)  
Roger Sutton (Malvern Hills District Council)  
Kit Taylor (Bromsgrove District Council)  
Geoff Williams (Worcester City Council)

Item 2: Rob Adams (Wychavon District Council) and Paul Cummings (Malvern Hills District Council)

Officers

Scrutiny: Suzanne O'leary, Overview and Scrutiny Manager, Emma James, Overview and Scrutiny Officer, Annette Stock, Policy & Review Officer and Emma Breckin, Performance Improvement Officer (Scrutiny Liaison Officers)

Item 2 - Nick Jefferies, Head of Revenues and Benefits Shared Service

Item 3 – Rachel Hill, Head of Customer Services for the Worcestershire Hub

Available papers

Item 2 – scrutiny report and presentation handouts

Item 3 -

- presentation handouts
- Diagram of South Worcestershire Shared Service Partnership Governance arrangements
- Worcestershire Hub governance : paper to Worcestershire Hub Board (July 2009)
- Membership of Worcestershire Hub shared Service (WHSS) Management Board
- Worcestershire Hub Shared Service: paper to Joint Committee recommending establishment of the WHSS management Board (Nov 09)

	<b>Action</b>
<p>1. <b>Welcome/Apologies</b> The Chair welcomed everyone to the meeting.</p> <p>Apologies were received from Beverley Nielsen and David Thain.</p> <p>Bob Banks declared a personal interest, as a member of the Worcestershire Hub Board. Lucy Hodgson declared a personal interest in relation to her district councillor role with Worcester City Council, as she was the Cabinet Member with responsibility for Customer Care and Citizens' Engagement, and also a member of the Hub Shared Service Management Board.</p>	<p>Circulate additional papers</p> <p>Include item on all future agendas</p>
<p>2. <b>South Worcestershire Revenues and Benefits Shared Service Joint Scrutiny</b> Cllr Rob Adams – Wychavon District Council Cllr Paul Cumming – Malvern Hills District Council Geoff Williams – Worcester City Council Nick Jefferies – Head of Revenues and Benefits Shared Service</p> <p>Cllrs Adams, Cumming and Williams gave a presentation on the remit and findings of this recent scrutiny (handouts circulated) During the scrutiny, changes were constantly taking place, due to the nature of</p>	

the service transformation, and the unprecedented effects of the recession. The service transformation was not yet complete.

It had proved useful to focus on the business case, and whether it was fit for purpose. It was accepted that people often don't want change. There was a view that finances had appeared to be the main driver for the project and that this had the potential to cause tension with other aspects of the service.

It was felt that the financial benefits had come to fruition (efficiencies of £150,000 for Malvern Hills District Council and £420,000 for Wychavon District Council)

The recession had placed the service under enormous pressure, testing the resilience of the business case - there was a clear view that without the shared service, the service would have been much worse affected. It was difficult to assess the appropriateness of staffing levels, as these had been based on 2006 levels. It was important to have sufficient resilience and capacity to absorb certain pressures.

Regarding performance, clear improvements had been achieved in the first few months, as indicated in the table. There was a clear need for customer satisfaction, and quality of experience

In looking at governance arrangements, it was felt that the committee minutes were not widely distributed, and that the Head of Service should have been in post prior to the start of the service transformation.

No real evidence of any service inequity had been identified.

#### Lessons for future joint scrutiny of shared services (page 24 of report refers)

- it is a complex task
- financial side may be well developed – need to check that the service development is also well developed
- service level expectations should be clear to service users
- useful to look at two levels (joint expectations at 'higher' level' and the expectations of each district
- need to make sure costings are really well informed, robust and up to date

#### Questions following the presentation

- the terms of reference had been tight, in awareness of the fact that the shared service was being rolled out, and that this process would be the main focus of the scrutiny
- the scrutiny had not consulted the districts which were not part of the shared service, because it would not have been comparing 'like with like'
- the scrutiny had not looked at the fact that there were different bodies on the Worcestershire Hub, to on the Shared Service
- customer surveys had not been included as part of the scrutiny. The Head of Service (HOS) planned to monitor satisfaction, but had been held back by a busy workload
- overall, the scrutiny team felt the system was working well, as shown by the results
- it was clear that the housing associations supported the scheme
- the HOS pointed out that it was important to keep in mind what the

changes meant for the customer - it was only when the recession hit, in 2009, that the customer became aware that the district revenues & benefits services had been transformed to a shared service

- Cllr Adams was convinced that the three local authorities which formed the shared service would not have coped as well without it; something which the HOS passionately agreed with. He felt that the resulting bigger staff team meant pooled resources, and greater flexibility to deal with priority cases as well as peaks and troughs of demand
- the HOS commented that the onset of recession could not have come at a worse time for the service transformation, and pointed out that the impact of the recession affected comparisons made. (By contrast colleagues in Herefordshire had felt much less of an impact from the recession.)
- when asked what would he have done differently, the HOS suggested bolstering staff numbers – however, staff were only fully fledged after 12 months, and contractor staff were rare and expensive
- when asked about the perception that the authorities outside the shared service 'were doing fine', the HOS felt there was an element of truth in this – however, the shared service had achieved savings of £1.2 million, which included a loss of 27% of the workforce, and that without the increased demand brought by the recession, the shared service would be doing very well
- the HOS saw the three main drives to create the shared service as 'save money', 'increase resilience' and 'maintain or improve service'
- when the HOS was asked whether he felt the success of the shared service would have been possible without the Hub – he advised that this was a difficult question to answer. The Hub had been the catalyst for change, and he felt the interface was holding up 'pretty well', given the tough times and changes.

### 3. Information Review

#### Worcestershire Hub Governance

Rachel Hill – Head of Customer Services for the Worcestershire Hub Shared Service (HCS)

The HCS had been asked to clarify governance arrangements for the whole Worcestershire Hub. To talk through the arrangements, which were recognised as being complex, various information was circulated, including a presentation, structure charts and a bundle of information (as listed on page 1 of notes).

Forward to members not present

#### **Worcestershire Hub**

The Worcestershire Hub Board met fairly infrequently (once or twice a year). It did not have decision making powers, although it could make endorsements, which would then be taken back to the district councils. As the direction of the Hub developed, the Chief Executives and Leaders panel had become the natural reporting route, and more recently this was now used.

The Worcestershire Hub Joint Committee did not formally report to the Board, although it did have contact and there were also a number of common representatives.

#### **Worcestershire Hub Shared Service**

The Project Board (set up in late 2008 to establish the shared service) worked extremely well. It included officer and member representatives, and engaged other people relevant to specific projects.

A Management Board, of officers and members had been established in November 2009 (chaired by Cllr John Waring), which met every six weeks. The more flexible model of a management board had been chosen over a joint committee.

The establishment of the shared service led to changes in elements of the previous funding arrangements between the county council and the district councils.

At the time of the establishment of the South Worcestershire Shared Service Joint Committee, the only participating service was revenues and benefits. However, more services had since been added, and the nature of the Committee had evolved, becoming increasingly strategic.

A strategic group of officers had been providing various papers to the Chief Executives and Leaders' panel, which culminated into a business case.

Regarding the shared service, each local authority had delegated responsibilities to the Joint Committee. However for the wider Hub, there were no delegated responsibilities.

#### Main points from discussion

- there was a clear view from members that the governance arrangements were overly complex and layered. When asked, the HCS tended to agree, because although the original set-up may have been suited to the original operation, the service had since developed, especially with the addition of the shared service
- members suggested that as the Joint Committee appeared to work well, that a simpler solution could be to include in its membership someone from the shared service – this would then remove the need for a Shared Services Management Board, and remove a level of complexity from the governance arrangements
- there was surprise that the Hub Board did not meet very often – however the HCS advised that she reported to the Joint Committee on a regular basis, and that there were clear routes to look at issues from the districts
- members felt it important for them to know which of the forums were responsible for which decisions, for example which forum would respond to adverse performance? From the current arrangements, they did not feel able to pinpoint where strategic decisions were taken, and where operational decisions were taken
- members discussed the fact that some councils only had one hub contact number (Malvern), whereas others had several (shared service) – the HCS advised that the decision had been taken to have specific service numbers as this allowed better focus on getting the right people to answer calls
- there were customer service centres in all the county's main towns, so that visitor access was equal across the county
- the HCS was sure that the district councils which did not form part of the revenues and benefits shared service would have experienced similar increased demand, which they would have handled in a different way. For example, she was aware that that the revenues and benefits service at Redditch BC had struggled
- whilst accepting the unprecedented impact of the recession on



revenues and benefits call volumes, some members asked whether there had been a lack of preparedness? How quickly were the changes in performance information as a result of the recession acted on, and why had this not triggered earlier action? The HCS confirmed that the Hub team had been working to address the issues, but did not believe that anyone could have foreseen the recession. More staff had been recruited as soon as possible, and earlier than planned as part of the 2006 business case. However, it had not been possible to hire staff in May because of a recruitment freeze which had been advised by Human Resources, in order to minimise staff redundancies as the shared service was formed

- members asked when they would be given more performance information which had been previously requested, specifically broken down for each district. The HCS advised that district Hub managers would be able to provide information on call handling – however she was unsure this would tell members what they were looking for, and that it may be a deeper question than looking at figures

The HCS advised that she was able to provide information regarding the County Council's funding contribution. For the shared service, funding was set out in the service agreement and original business case (and legal agreement). Subsequently, in 2008, a proposal was presented to the Chief Executives and Leaders panel to realign funding, to reduce some of the funding from Worcestershire County Council to the Districts to enable the County to fund the telephony centre, with effect from April 2009

Hub staffing had increased through the year. However in the main these formed part of the original plan and budget, and the operation was still within budget for staffing over the course of the year.

It was agreed that it may be helpful to have a task group on session on hub performance

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#### Information requested

- funding information, for both the county and district contributions
- breakdown of calls for each district including response times, average call handling times, volumes for each service area, abandoned calls (broken down for services where known?)
- details of which Council was using the Hub for what services
- copies of minutes for bodies referred to (Joint Committee, Worcestershire Hub Board, Strategic Management Group, Operational Management Group, Chief Executives & Leaders Panel?)

RH /  
Scrutiny  
offs

#### **Hub Visit Reports**

Members provided verbal feedback on their visits to various customer contact centres, using the completed feedback forms of which everyone had been provided with copies. The remaining visit feedback forms would be added to the evidence base.

A summary of all points is attached for the Task Group.

Members discussed the variation in opening hours and in the out of hours advice/provision from the different hub centres. The shared service was open until 8pm, whereas many of the other centres closed at 5pm. It was suggested

that for those which didn't, it would be helpful to use an answer phone message which suggested alternative contacts.

4. **Next steps**

The next task group meeting was Wednesday 14 April, 10.30am, at County Hall. This would include taking forward the 'mind map' exercise.

EJ/JW to progress

The meeting ended at 4.35 pm

**Worcestershire Hub Scrutiny Task Group Meeting**

**Wednesday 14 April 2010, 10.30am – Notes / Action**

Members

Worcestershire County Council

Bob Banks (Lead Member)  
 Nathan Desmond  
 Lucy Hodgson  
 Stephen Peters  
 David Thain  
 Liz Tucker

District Councils (co-optees)

Laurie Evans (Wychavon District Council)  
 Jinny Pearce (Redditch Borough Council)  
 Roger Sutton (Malvern Hills District Council)  
 Kit Taylor (Bromsgrove District Council)  
 Geoff Williams (Worcester City Council)

Officers

Scrutiny: Suzanne O'leary, Overview and Scrutiny Manager, Jo Weston, Overview and Scrutiny Officer, Annette Stock, Policy & Review Officer and Emma Breckin, Performance Improvement Officer (Scrutiny Liaison Officers)

Item 2 – Kathy Kirk, Interim Head of Culture and Community Service/Strategic Libraries and Learning Manager and Steve Mobley, Quality and Standards Manager

Available papers

Agenda

Item 2 – short report from discussion

Paper copy of Agenda report to SW SS JC 19 April 2010 (update on progress with WHSS and operational performance in particular)

		<b>Action</b>
1.	<p><b>Welcome/Apologies</b>                      The Chair welcomed everyone to the meeting.</p> <p>Apologies were received from Graham Ballinger.</p> <p>It was noted that the membership of the group had changed. Liz Tucker had replaced Beverley Nielsen as a County representative and Graham Ballinger had replaced Jenny Greener as the Wyre Forest District Council representative.</p> <p>Bob Banks declared a personal interest, as a member of the Worcestershire Hub Board. Lucy Hodgson declared a personal interest in relation to her district councillor role with Worcester City Council, as she was the Cabinet Member with responsibility for Customer Care and Citizens' Engagement, and also a member of the Hub Shared Service Management Board.</p>	
2.	<p><b>Library Service</b>                      Kathy Kirk, Interim Head of Culture and Community Service/Strategic Libraries and Learning Manager                      Steve Mobley, Quality and Standards Manager</p> <p>The officers gave an overview of the library service and the changes that were being implemented as part of the wider library review.</p> <p>The review report found that the service needed to be modernised and there</p>	<p>Include item on all future agendas</p>

was a general desire to remove some of the work undertaken by the back office staff, mainly the more routine and manual tasks. Equally, it was noted that a lot of time was being taken up by library staff by answering routine calls from the public. One of the problems that arose was when staff were dealing with customers face to face and the telephone was ringing, it was difficult to please everyone.

At the same time as this review, the Worcestershire Hub was talking to other services of the Council about transferring services across.

After a full evaluation and a thorough business case, it was agreed that the Hub should be used as the initial point of contact for library queries and a single telephone number be publicised for library enquiries and for renewals. A phased approach has been adopted and all calls will be dealt with by the Hub shortly.

Using the Hub meant there were extended hours for customer queries and had led to increased customer satisfaction. Equally, the use of the website to renew and search for books has been promoted further and the uptake of this service is seeing a gradual increase. Using the Hub was allowing the Library Service to improve its service.

Although the library service is now enjoying new ways of working, these efficiencies have been achieved without having to make any redundancies.

Members asked whether the Hub's increased call demand during the Summer of 2009 (when it was dealing with increased calls for revenues and benefits) had impacted on the library service. It was acknowledged that there had been a significant drop in performance and there were many complaints. However, the Head of Culture and Community felt very well informed by the Hub, was provided with an action plan and had confidence that the service was doing what they could to improve its performance. The Library Services was mindful of its reputation and continually reviewed whether using the Hub is the best thing for the service.

Steve Mobley explained that by using the Hub to handle calls, it allows data to be collected on a live basis and therefore allows the Hub to plan for busy times etc.

Asked whether the relationship with residents was being compromised due to calls being taken centrally, it was indicated that customers actually have a better experience. By having routine calls taken away, staff have improved the quality and amount of time given to face to face contact, therefore making library visits more meaningful.

It was noted that the Hub contact centres in both Malvern and Upton are co-located with the Library, but with different opening hours there has been much more integration.

Members were interested to learn that the Management Team are supportive of the changes made, with a uniform approach across the County. Library Managers have held meetings at branches to discuss ways forward and Customer Service Advisors have integrated with library staff to learn key skills. It is worth mentioning that one key message throughout the process has been to build up relationships with all staff and emphasise the importance of an extended team.

The majority of telephone calls are dealt with at first point of contact, however, there is still the need to transfer specialised enquiries. Approximately 14% of calls are transferred through to branch, some of which are from the likes of mobile or home library service users. 40% of calls were book renewals, 18% were queries about opening hours and 8% were requests to reserve a book.

As these changes precede BOLD, it is unknown where the future lies and whether further efficiencies will need to be found. The headcount has been reduced, although there have been no redundancies, more that vacancies have not been filled and temporary contracts not renewed.

The Library Service was recharged £750,000 for the Hub. This had been calculated using 2007 data and in the last five months the Hub had only been receiving about 70% of the calls that had been estimated in 2007. This meant that on a basic calculation, the cost of the Hub dealing with a library call was £14 per call, which did not appear to be good value for money. It was noted that previously it was an inefficient use of library staff time to answer calls and that staff now had extra capacity, although there was no data about how much dealing with a call had cost. Members asked for further briefing about how the Hub's recharges were calculated.

When asked what lessons could be learned when transferring a service area to the Hub, Members were told that communication with staff was vital, to ensure that threats of redundancies could go. Staff then know and try to understand the reasons why the process is happening and could input as well.

The officers were thanked for their presentation and thoughts.

**3. Planning the Scrutiny**

Following on from the mind mapping exercise with Tony Dipple, Suzanne O'Leary distributed a plan for future consideration and asked Members to feed back any comments to the scrutiny team directly.

**4. Performance Information**

Apologies had been received from Rachel Hill due to illness and this item would be included on the next agenda.

**5. Next steps**

Members discussed the issues raised and concluded that the next meeting should focus on financial and performance information as a matter of urgency.

EJ/JW to progress



**Worcestershire Hub Scrutiny Task Group Meeting**

**Wednesday 26 May 2010, 10.30am – Notes / Action**

Members

Worcestershire County Council

Bob Banks (Lead Member)  
Nathan Desmond  
Stephen Peters  
David Thain  
Liz Tucker

District Councils (co-optees)

Laurie Evans (Wychavon District Council)  
Roger Sutton (Malvern Hills District Council)  
Kit Taylor (Bromsgrove District Council)  
Geoff Williams (Worcester City Council)

Officers

Scrutiny: Suzanne O'leary, Overview and Scrutiny Manager, Emma James, Overview and Scrutiny Officer, Annette Stock, Policy & Review Officer and Emma Breckin, Performance Improvement Officer (Scrutiny Liaison Officers)

Items 2 & 3 – Rachel Hill, Head of the Worcestershire Hub Shared Service, Jane Bowen, Worcestershire Hub Operations Manager, Tony Dipple, Head of Financial Appraisal and Nick Hughes, Principal Finance Officer for Corporate Services

Item 4 – Ivor Pumfrey, Head of Customer Services and Environmental Services (MHDC), David Thorpe, Head of Customer Services and Business Transformation and Malcolm Cox, Service Manager for Refuse and Recycling (Worcester City Council)

Available papers

Agenda

	<b>Action</b>
<p>1. <b>Welcome/Apologies</b> The Chair welcomed everyone to the meeting.</p> <p>Apologies were received from Graham Ballinger and Lucy Hodgson. Lucy Hodgson had forwarded some questions for items 2 and 3, which were integrated into the discussion.</p> <p>It was noted that the membership of the group had changed. Following the elections, Jinny Pearce's role had changed, and so Gay Hopkins had replaced her as the Redditch Borough Council representative. Unfortunately Gay Hopkins was unable to attend this meeting.</p> <p>Bob Banks declared a personal interest, as a member of the Worcestershire Hub Board.</p>	
<p>2. <b>Performance</b> Rachel Hill, Head of the Worcestershire Hub Shared Service Jane Bowen, Worcestershire Hub Operations Manager</p> <p>Rachel Hill, Head of the Worcestershire Hub Shared Service introduced this item. There was a large amount of performance information available, which was summarised in the agenda. Across the Worcestershire Hub, there were many differences in the range and depth of services provided. The Group may wish for further information to clarify these differences, and this work could be carried out if required. Appended to the agenda report, was an extract from the</p>	<p>Include item on all future agendas</p>

Worcestershire Hub Shared Service Performance report, which went to the Joint Committee in April 2010.

From the range of performance information and indicators available, the Worcestershire Hub Shared Service (WHSS) had agreed to focus on the six key performance indicators (KPIs) set out in the agenda (p9), many of which were industry standards. The Head of WHSS would like to see the six KPIs rolled out across the whole Hub, which would also consolidate reporting

The centres set out in the agenda report (p2) tended to deal with the whole range of customer enquiries, although the vast majority of enquiries made in person related to district council services. The one county council service which generated face to face enquiries was the blue badge service.

The agenda report included a breakdown of performance figures for each district, although this was for the full year, rather than month by month.

In response to members' questions, the following information was provided:

- Regarding the KPI for telephony service level (target of 80% of calls answered in 20 seconds), Rachel Hill advised that traditionally, this had been broadly attained across the Hub. The economic downturn had put challenging pressures on this target, but the service level was now improving
- regarding the KPI for customer satisfaction, it was confirmed that this data was relatively easy to collect from face to face customers. A proportion of telephone customers were called back, using the same set of questions. Rachel Hill wanted to do more, and was exploring methods e.g Wychavon use a system called GovMetric for revenues and benefits customers
- regarding the KPI for avoidable contact, and whether there were specific programmes to address this, members were advised that the county council programme was being worked up as part of the BOLD project (better outcomes, leaner delivery). Wychavon had a specific programme to address this
- the six KPIs had only been agreed by the WHSS in April 2010 – the first report was due to go to the WHSS Board, and it was agreed that this would be forwarded to the Group
- it was true that some of the total incoming calls could be repeat calls – the team did not have a scientific means of identifying this proportion, although the total calls answered indicator would reveal whether calls were not being answered. If a customer told the Hub that they had had to call back, this would be recorded as avoidable contact – although it was recognised not all customers would say anything
- the jump in call figures for March reflected demand for council tax enquiries
- members queried why the number of total incoming calls varied dramatically over the year, whereas average call duration remained fairly constant. They were advised that just a small increase in calls could have an impact on average call duration, and also that there was quite a long lead-in to an increase in call duration
- the point was made that call duration figures may also reflect the fact that during some months a lot of calls were not being answered
- to minimise the 'not ready' time of customer service staff in-between calls, staff at the shared service centre (Perry Wood) were coached to enter as much information as possible on-screen during the call. This

RH



made most efficient use of the time, but also minimised the risk of mistakes or failure to collect all information needed to complete the screen. At Perry Wood the average staff 'not ready' time was 5-10%. Staff also had regular scheduled breaks

- an example of a time consuming enquiry was property searches, which were provided to Malvern Hills DC. These are generally from business customers, such as a solicitor, who would likely have several searches at one time. It was a low volume service, although calls could take up to 20 minutes, but it was hoped to introduce an online option for this service, in recognition of the length of time required – in connection with this example, it was agreed that the Group could be provided with the list of current 'ongoing' improvement projects of this nature
- as part of the re-alignment of funding from county and the districts, Highways calls were now dealt with centrally at the shared service telephony centre (Perry Wood), accessed via an 0845 telephone number. However, a small number of customers may still direct enquiries to their local area, and therefore all CSAs were trained to deal with Highways enquiries in the same way. It was not necessary for the calls to be re-directed
- members asked whether the percentage figure for calls answered for April 2010 showed an improvement on those set out in the agenda, and it was agreed that this information would be forwarded

RH

Forwarded  
via email  
after  
meeting

### **Work with Service Areas**

- in response to enquiries about how service areas worked with the Hub, to help it anticipate changing customer demands, members were advised that the Hub worked very closely with service areas to understand peaks in demand for different services, and the Operations Manager met with service managers. For example understanding that demand for school transport peaked in September, and demand for revenues and benefits rose at the beginning and middle of the month, as well as in March and April. Apart from this, the Hub did not receive any particular information regarding forecasting of customer demand. It was recognised that the economic downturn was a change which had been impossible for anyone to predict
- it was acknowledged that there was more scope to anticipate and deal with 'the unpredictable', and there were clear plans of action to improve this. There was not clear agreement with every service regarding points such as at what point an enquiry would be referred to the service area
- if the Hub experiences problems as a result of an action by a service area (e.g. an incorrect letter being sent), it was clarified that the service area would not pick up the cost. However, work was underway to reduce avoidable contact
- Members asked whether the Hub was braced for a likely further increase in revenues and benefits enquiries, and was advised that it 'could not work more closely' with this service area

### **Understanding the differences**

- For face to face customers, there was a difference in how the number of enquiries was recorded (total of visitors-CRM and total of visitors-other). Those which were logged onto the system were recorded as CRM, whereas some enquiries, such as a request for a form or general information may not require use of the screen system, and would

therefore be recorded as visitors-other by some centres. Different districts used different systems. (Q-Matic was an example). Wychavon chose to log all customer visits onto its CRM system, whereas Wyre Forest chose not to

- regarding the breakdown of information for each area, wait times for face to face visits was recorded by the WHSS, but was not included in the area breakdown, as it could not be obtained from all centres
- telephony figures for Wychavon were not listed as all enquiries were dealt with by the service area, apart from the revenues and benefits service (which were included in figures for the WHSS)
- call figures for Redditch had significantly increased because the contact centre now dealt with all calls previously received by the switchboard
- switchboard figures for the County Council were not included, and totalled around 30,000 per month, the majority being business calls
- Redditch had started to deal with council tax enquiries from the end of 2009. It did not deal with revenues and benefits enquiries
- the high numbers of face to face enquiries for Wychavon related to the fact that there were two centres (Persore and Evesham), and it was also the Council's main reception area

### 3. **Finance**

Tony Dipple, Head of Financial Appraisal  
Nick Hughes, Principal Finance Officer for Corporate Services

The agenda report set out background information and a budget summary for 2010/11. This included information on the recharges to county council frontline services, which had been requested following the Group's session on the library service on 14 April.

#### **Budget – Shared Service**

- the decision by the county council to pick up costs for hub management, operational development, communication and training dated in part from the county council's original conception of the Hub, and its drive to initiate the Hub – nonetheless members were surprised that further down the line, this had remained the case
- regarding training costs, it was clarified that this was for more general training. Each district would likely have its own separate training budget for specific training needs, for example training for Hub staff in Bromsgrove dealing with revenues and benefits would be met by Bromsgrove DC
- infrastructure costs for the Hub remained relatively steady, and would not be greatly impacted by new services coming in to the Hub
- the budget provision for supporting the future shared Regulatory Service would be included in next year's figures

#### **Other district centres (outside the Shared Service)**

- the allocations from the county council dated back to the original concept of the Hub, and had been updated last year
- broadly, the budgets equated to four Customer Service Advisors per district, and recognised that only a small percentage of enquiries received by the districts related to county council services
- it was clarified that contributions from districts were not included in the table (the Group planned to request this as part of its discussions with

the non-WHSS districts)

- The 10-year contract with Hewlett Packard was approaching the end and members asked whether discussions had begun regarding the shape of a future contract and potential increased costs? Members were advised that the contract, currently £364,000 per year would be put out to tender. Initial discussions with HP had taken place. Rachel Hill advised that in her view, a future contract would be reduced, because the Council was now more self-sufficient

## **Recharges to frontline service (County Council)**

It was emphasized that the Hub was not a service in itself, but was designed to support frontline services. As such, the recharges system worked in the same way as for other support service functions, such as Human Resources and IT. The budget of £3.92K was approved and managed from the outset by Rachel Hill, and was prepared in November as part of the overall budget preparations, using customer enquiry volume data available at that time. It was also necessary to allow for the possibility for a service to migrate to the Hub. Discussion on how to resource the Hub had been discussed with service areas three years previously.

The recharge is allocated to each service area as a 'top-slice' arrangement at the start of budget allocation, and therefore did not impact on the service's controllable budget.

The Head of Financial Appraisal stressed that recharges were looked at, as part of scrutiny of support services, and were subject to exactly the same scrutiny as other elements of the budget. This scrutiny exercise was an example of this.

Regarding the library service, work had been done to assess the potential volume of enquiries which were appropriate to route through the Hub. It was true that a number of enquiries for library services did not come through the Hub, and further promotion of the shared service number would take place, with a view to changing this customer behaviour.

- Members queried why all services were charged (even those which did not use the Hub), and were advised that when the Hub was created, this was on the basis that the Hub would be the initial point of contact for all county council services
- members queried whether a change in customer demand for a service (e.g. more customers accessing the library online) would lead to a reduction in the recharge, and were advised that this was in fact the case. The recharge was not a fixed figure
- the high recharge for libraries reflected the fact that this was a high volume service
- in response to a query on whether the value for money offered by the Hub was reviewed, members were advised that this was a complex thing to do in a routine way. However, it was pointed out that the Hub did offer good value for money, and that the more services using the Hub, the greater the potential for unit costs to reduce.
- the head of Financial Appraisal pointed out the need to address the Hub working to its optimal level, which would also ensure the best value for money
- a piece of work was underway to calculate the average cost of a

- customer enquiry for different service areas, which would be available in August – it was agreed this would be forwarded to the Group
- Members were advised that the Hub was constantly looking at ways to reduce overheads
- Members agreed that their scrutiny needed to have a full picture of Hub costs, including those of the district councils. Requests for this information would take place as part of the sub-group visits to the non-shared service districts. (Wyre Forest has advised it would need to clear the request with its Cabinet)

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Incorporated into district discussions

4. **District Council Perspective – Joint discussion with Malvern Hills District Council and Worcester City Council**

Malvern Hills District Council – Ivor Pumfrey, Head of Customer and Environmental Service

Worcester City Council – David Thorpe, Head of Customer Services and Business Transformation, and Malcolm Cox, Operational Service Manager for Refuse and Recycling

It was noted that p27 of the agenda contained a mistake. The sub-group visit to Wyre Forest had taken place on 25 May, and the visit to Redditch & Bromsgrove was scheduled for 7 June.

**Discussion Points**

- Worcester City’s decision to join the WHSS had been based on a desire to improve customer service. At the time the move was cost neutral, and saving money had not been the motivation to join. However, there were now added pressures to save and to make processes leaner
- both Worcester City and Malvern felt it was important to address the end to end process of service delivery, and to look at this from the customer point of view
- the Malvern officer felt that the respective senior management teams had high confidence in the Hub
- the Worcester City officer felt that his senior management team had similar confidence in the Hub. Confidence had dipped during the period of massive demand as a result of the recession, but there had been general acceptance that the Council wouldn’t have coped under previous arrangements
- in response to queries about Malvern members’ confidence in the Hub, given that some Malvern members had requested this scrutiny exercise, Ivor Pumfrey acknowledged that the Hub had indeed gone through a bad patch last year and Malvern had carried out analysis to understand the reasons, as well as looking at the Hub through scrutiny arrangements (Joint scrutiny of South Worcestershire Revs & Bens). Some problems were unearthed, for example the flow of information between the Hub and service areas. Having gone through the difficult patch, members were now very supportive
- Malvern had taken the decision to put the Hub at the front of all services, which the Malvern Officer felt had been beneficial
- the Worcester Officers stressed the importance of doing as much as possible at the first point of contact, as each referral meant more time and greater cost.

### **Effects of the recession / revenues and benefits service**

- Members asked the officers' views on the fact that Wyre Forest, Redditch and Bromsgrove Councils would have encountered the same problems during the economic downturn, and yet did not appear to have had the same problems in dealing with the situation. Ivor Pumfrey did not feel it was possible to make comparisons because of the different role of the Hub in different areas in dealing with revenues and benefits enquiries. The Shared Service sought to deal with these enquiries to a much greater depth, and required an average customer time of 4 minutes, compared to the overall Hub average of 2-3 minutes
- there was much anecdotal evidence about the period of difficulty for the Hub, and members asked whether the officers felt this was a result of the recession, or of the integration with the revenues and benefits service? The officers felt it was a combination of these two factors. David Thorpe also referred to national information relating revenues and benefits, and the requirement to report on changes in peoples' circumstances. The recession had led to backlogs of claim forms, which in turn had generated further enquiries

### **Hub Governance / joining the WHSS**

- Members talked about their concerns regarding governance of the Hub, which appeared complex, extensive and in need of a rethink. The Malvern officer agreed that there would be a need to reconsider governance at the right time, which he understood had always been the intention once all districts were part of the WHSS. He felt it would be better to look at district participation before reconfiguring the governance
- members asked what expense would be required, should all district councils opt in to the WHSS, and were advised that technically the infrastructure could cope. There may be a need for increased IT provision, but there would be significant efficiency gains
- the Worcester Officers felt that being part of the WHSS gave them a better drive on customer focus, enabling them to work with the cabinet members, and with the Head of Worcestershire Shared Service. They felt less isolated, and were happy with the current Management Board and Joint Committee set-up
- there was some concern from members at the ease with which the Regulatory Service had 'sailed through' the process of joining the shared service, and that there appeared to be little information in the relevant papers on service level or quality
- some members also felt there was a plethora of joint committees, plus service groups, and yet a democratic deficit, with the only route for members to engage being through scrutiny arrangements, which as yet had not been thought out. The Malvern officer agreed that there was a need to engage members, and also the public, if only to diffuse any suspicion. He felt that each partner had looked at scrutiny differently, which reflected the way in which relationships across the Hub had evolved
- some members felt that information was in fact available to members
- the officers were asked whether they felt it was necessary to set up a new Board as each service joined the Hub – the Malvern officer felt that this depended on the complexity of the service concerned. The Joint Committee had to focus at an overall level, and therefore for some services it was useful to have a project team

- members discussed the model of having one Joint Committee with overall control, plus project teams, which it was felt could work well. It was felt that a central joint committee would be the best way to get everyone involved.

**Self-service / online access**

- The Worcester officers felt that it was important to offer choices, and that the same should be available to customers whether via phone, online etc. The website gave the best way to connect with the back office, and had the fantastic advantage of removing the need for data input by the Hub, which was cheaper and less prone to mistakes. Experience revealed that people found it much easier to submit information online rather than on paper, and a further advantage was that the machine could validate the information along the way. He felt there needed to be a drive to market self-service, and felt that as soon as the facilities were available, this route would take off. Simplicity was key
- the Malvern officer pointed out that currently, many web options did not present themselves easily, and did not present a better offer for the customer. For example, when introducing the recent garden waste scheme, customers had been able to sign up online, but the Hub had had to call them to collect payment
- it was agreed that it was important to extend self-service options to those without computers at home, and one way to do this would be via kiosks. The officers advised that interactive TV was another option.

**5. Future meeting dates:**

A full task group meeting had been arranged for Thursday 1 July at 2pm, to look at the Worcestershire Hub's future development, including the Regulatory Service.

In response to a query about consulting parish councils, members were advised that the scrutiny officers had drafted something for the bulletin, which would be forwarded to them shortly.

EJ/JW to  
progress

**Joint Worcestershire Hub Scrutiny  
Redditch Borough Council Representative's Update**

The following notes were recorded during a meeting of the Joint Worcestershire Hub Scrutiny Task Group on Monday 7th June at Redditch Town Hall in the Chief Executive's Office by Councillor Gay Hopkins, Redditch Borough Council's representative on the Group.

It was made clear during the meeting that Redditch and Bromsgrove had not agreed to have a shared service approach to the Hub. As Redditch retained a housing stock many of the calls received by the Hub in Redditch related to housing, maintenance, rents, repairs etc. and Redditch had a very high volume of calls. Redditch also used a number of bespoke systems such as PayPal for customers paying Council rents. These could be accessed at a number of local shops and neighbourhood offices. This helped to reduce the flow of customers within the Town Hall and was more convenient for some customers. Increasingly, the Council was also encouraging residents to use direct debit for payments for Council services.

Bromsgrove had not retained a housing stock and therefore the types of enquiries received there and the use made of the Hub tended to be different. The Hub had had a major impact in Bromsgrove following the introduction of the service in 2005. Many enquiries were dealt with at the level of the Hub which had helped to reduce the amount of time spent by back office staff on responding to enquiries. For example, out of a sample of 600 calls in a given period only 100 would be referred to a back office function. One consequence of this had been that the length of calls had often become longer, particularly when responding to more complicated enquiries.

The Chief Executive of Redditch Borough Council confirmed that he believed that the Worcestershire Hub represented value for money. However, assessing the value of the service needed to be explored in further detail. It was questioned whether assessment of the quality of the service should only focus on response times to customer calls and it was suggested that it should also include asking residents whether the Hub was delivering the job they expected and meeting their needs.

The performance of the quality of the customer service delivered by the Worcestershire Hub was measured face to face through the completion of 100 questionnaires per month. The questionnaires contained performance related questions.

It was argued that the focus of each branch of the Worcestershire Hub needed to remain local as it was important for the customer to feel that the operator had local knowledge. A number of examples were provided to illustrate this point and it was noted that in circumstances where the operator was not familiar with the area it made it difficult for them to relate to the issue reported by a customer, particularly if it referred to a particular location.

In the south of the county there appeared to be longer call times for the Hub. There were also Welfare Officers available to meet with residents to help them to complete forms.

There were particular arrangements in place for responding to complicated enquiries. In these cases the operator recorded all the relevant details provided by a customer. These details were then referred to the back office function and a relevant Officer was required to call the customer to provide a response.

The Benefits team in Bromsgrove had a VRA voice recognition analysis system. This system was used when responding to benefits calls. The system operated by identifying both high and low risks and aimed to improve the speed of processing benefits claims and taking calls away from the Customer Service Centre. Some low risk claims could easily be processed and finalised for payment within a 48 hour period.

At both Redditch and Bromsgrove Councils there were Customer Service Managers and both attended this meeting. There did not appear to be a specific structure for operating Hub branches throughout the county. Instead, Hub branches appeared to operate in diverse ways from location to location reflecting local needs and service delivery.

On 15th July a new Head of Customer Services would start work at Redditch and Bromsgrove Councils. This Officer would be working to implement a more customer focussed service with an ultimate aim to reduce the number of calls to the Hub. Increasingly, residents would be encouraged to use the internet rather than to call the Hub. It was also intended that there would be regular meetings for all of the relevant Customer Services Managers in the County with responsibility for the Hub.

A number of changes were already being implemented. For example, Bromsgrove had one telephone number for their revenue and benefits service and this reduced the number of enquiries that were referred on to the back office. Redditch was in the process of introducing a similar system and expected that there would similarly be a reduction to the number of enquiries referred to their back office services.

During the course of the meeting it was confirmed that the current internal recharge allocated to the Library Service to support the Hub was £750,000. Worcestershire County Council also paid a significant percentage towards the costs for each district operating the Hub across the county which was in proportion to the level of County Council services provided from each District Customer Service Centre.





## **WORCESTERSHIRE HUB SCRUTINY TASK GROUP**

**Tuesday 27 July 2010, 10.30am**  
County Hall, Worcester

### **Agenda - Informal discussion session**

	<b>Page No</b>
1. <b>Worcestershire Hub and Future Development</b>	
Open discussion with Rachel Hill, Head of Customer Service for the Worcestershire Hub Shared Service	
<ul style="list-style-type: none"> <li>• Challenges for the future</li> <li>• Lessons learned by the Worcestershire Hub</li> </ul>	
2. <b>Catch-up with evidence</b>	
<ul style="list-style-type: none"> <li>➤ <a href="#">Evidence so far</a></li> <li>➤ What are the emerging findings?</li> <li>➤ Are there any evidence gaps?</li> </ul>	1  Summary and bundle of evidence attached for STG
3. <b>Next steps</b>	

**If you have any queries about this Agenda please contact Emma James or Jo Weston, Overview and Scrutiny Officers, Legal and Democratic Services, County Hall, Worcester**  
Telephone: 01905 766627 or email [scrutiny@worcestershire.gov.uk](mailto:scrutiny@worcestershire.gov.uk)

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## Membership of the Worcestershire Hub Scrutiny Task Group

### County Council Members

Bob Banks (Chair)	Wychavon – Evesham South
Nathan Desmond	Wyre Forest – St Marys
Lucy Hodgson	Worcester - Nunnery
Stephen Peters	Bromsgrove - Wythall
David Thain	Redditch – Redditch North
Liz Tucker	Pershore

### Co-opted District Council Members

Graham Ballinger	Wyre Forest District Council
Laurie Evans	Wychavon District Council
Gay Hopkins	Redditch Borough Council
Roger Sutton	Malvern Hills District Council
Kit Taylor	Bromsgrove District Council
Geoff Williams	Worcester City Council

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Please check in at reception and ask for 2 tokens so that you can exit the car parks later, and leave your vehicle details. You will then be directed to the room.

A location map and directions can be found via this link:

<http://worcestershire.whub.org.uk/cms/system-pages/get-in-touch/directions.aspx>

**Joint Worcestershire Hub Scrutiny Task and Finish Group – Update**

The Joint Worcestershire Hub Scrutiny Task and Finish Group convened a meeting on 27th July 2010. This meeting was held on a day when the co-opted representative on the Group from Redditch Borough Council, Councillor Hopkins, was at work and therefore she was unable to attend the meeting. The following update has been provided by Scrutiny Officers at Worcestershire County Council for members' consideration.

The meeting on 27th July was informal, informative and interesting. The meeting was attended by Rachel Hill, the County's Head of Customer Service who has overarching responsibility for the Worcestershire Hub and who was interviewed about the shared service.

After Rachel had left the meeting members entered into a detailed discussion of all that they had learned and all of the information they had received during the course of the review.

Members agreed that the evidence gathering process for the review had concluded.

They agreed to convene a new meeting of the Group in September (though no date has been set yet for this meeting). During the course of this meeting members will discuss possible recommendations.

This summer members of the Group have been asked to read through a pack of relevant papers. This should help to inform their discussions during their meeting in September. Some members have been allocated responsibility for reviewing particular issues and reporting back to the Group. This does not include Councillor Hopkins.

The Group have arranged to meet with the relevant Portfolio Holder and Director at Worcestershire County Council to discuss their draft proposals in early October.



REDDITCH BOROUGH COUNCIL**OVERVIEW AND SCRUTINY  
COMMITTEE**

15th September 2010

**QUARTERLY PERFORMANCE MONITORING REPORT**  
**QUARTER 1, 2010/11 – PERIOD ENDING JUNE 2010**

Relevant Portfolio Holder	Cllr M Braley
Relevant Head of Service	Hugh Bennett, Director of Policy, Performance and Partnerships
Non-Key Decision	

**1. SUMMARY OF PROPOSALS**

- 1.1 This report provides Members with an opportunity to review the Council's performance for quarter 1 of the 2010/11 financial year and to comment upon it.

**2. RECOMMENDATIONS**

- 2.1 **The Committee is asked to RESOLVE that**

**subject to member's comments, the update on key performance indicators for the period ending June 2010 be noted.**

**3. BACKGROUND**

- 3.1 The National Indicator (NI) set was introduced with effect from 1 April 2008 and became the only indicators that public authorities are required to report on to central Government. Figures collected for 2008/09 formed the baseline for future reporting. 27 national indicators are included in the Local Area Agreement for Worcestershire of which 12 are district indicators.
- 3.2 To maintain data quality, the Council uses an electronic data collection (EDC) spread sheet. This shows our current and historic performance against selected national indicators and local performance indicators.

**4. KEY ISSUES**Basis of Quarterly Reporting

- 4.1 In moving the agenda forward, the Council looked to address the following:
- a) Retaining a tighter focus at a corporate level – with a clearly defined number of indicators reported and monitored.

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- b) Developing capacity for Directorates to strengthen performance management by focusing on service plan commitments.
  - c) Continuing to monitor selected National Indicators and retained Best Value Performance Indicators (BVPI's) and local indicators at a Member level at least annually.
  - d) The development of links to how the Council is performing in its key delivery projects.
- 4.2 Member involvement in monitoring performance will continue during the 2010/11 reporting year with quarterly performance updates.

**Corporate Performance Report**

- 4.3 The corporate performance report compares the year to date outturn with the same period last year and shows those indicators which are included in the Council Plan and whether they have improved, declined and remained static in performance.
- 4.4 In total, data has been provided for 25 indicators for quarter 1. Of these, 15 have improved in performance and 8 have declined compared to the same quarter last year. In addition there are 2 indicators which have remained static, but they are both currently at optimum performance and as such no improvement is possible.
- 4.5 This report shows that of the 25 indicators reported this quarter, 60% have improved when compared to the same period last year. By way of example:
- NI 181 - the time taken to process Housing Benefit / Council Tax Benefit new claims and change events has demonstrated a positive direction of travel as the length of time to process the claims has reduced by 3.56 days compared to the same period last year;
  - NI 016 – serious acquisitive crime rate has fallen when compared to the same period last year, reducing by 35 offences;
  - NI 155 – number of affordable homes delivered (gross) has improved with 22 properties being delivered for quarter 1 2009/10 compared to 19 properties for the same quarter this year.
  - EC 005 – number of visitors to Abbey Stadium and Hewell Road Swimming Pool has increased by 11,002 compared to the same period last year.

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- EC 008 - number of visitors to the Museum and Bordesley Abbey Visitors Centre has increased by 2150 visitors when compared to the same period last year.
- EC 015 - number of visits to Arrow Valley Countryside Centre has increased by over 25,700 when compared to the same quarter last year.

4.6 There are also indicators which are highlighted as areas for concern:

- BV 012 – the number of working days / shifts lost to the Local Authority due to sickness absence per full time equivalent staff member has increased from 1.83 days to 2.41 days when compared to the same period last year; should sickness continue at this rate for 2010/11 the annual outturn would be 9.64 days;
- NI 015 – serious violent crime rate has increased by 36% when compared to the same period last year;
- BV 079b (i) – amount of housing benefit (HB) overpayments recovered as a percentage of all HB overpayments has dropped by 6.45 percentage points when compared to the same period last year from 76.38% to 69.93%.

**5. FINANCIAL IMPLICATIONS**

5.1 Poor financial performance will be detrimental to any Council assessment and overall performance. Specific financial indicators included in the 2010/11 set are listed below:

- NI 181 – time taken to process housing benefit / council tax benefit new claims and change events;
- BV 008 – percentage of invoices for commercial goods and services that were paid by the Council within 30 days of receipt or within the agreed payment terms;
- BV 79b (i) – the amount of Housing Benefit overpayments recovered as a percentage of all HB overpayments.

**6. LEGAL IMPLICATIONS**

6.1 Under the Local Government and Public Involvement in Health Act 2007, a set of 198 new National Indicators was introduced to replace the previous Best Value Performance Indicators. These cover all public authorities, but are not all applicable to Redditch Borough Council.

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**7. POLICY IMPLICATIONS**

- 7.1 The Council's current Council Plan makes a clear commitment to improve the way in which priority actions are planned and to improve the way in which performance is managed. Appendix 1 reports on the 2010/11 performance indicators contained within the Council Plan.

**8. COUNCIL OBJECTIVES**

- 8.1 The performance data contained in the attached report relates directly to all the Council's priorities and objectives.

**9. RISK MANAGEMENT INCLUDING HEALTH & SAFETY  
CONSIDERATIONS**

- 9.1 Without adequate performance management the Council cannot review its performance at a corporate or service level adequately.

**10. CUSTOMER IMPLICATIONS**

- 10.1 Information contained in the attached appendix will be communicated to both internal and external customers via the intranet/Internet following resolution at committee.

- 10.2 Additional customer service performance indicators have been added for 2010/11:

- WMO 011 – Percentage of calls resolved at first point of contact;
- WMO 012 – Percentage of calls answered (switchboard and contact centre);
- WMO 013 – Average speed of answer (seconds);
- WMO 014 – Number of complaints received;
- WMO 015 – Number of compliments received.

Performance for these indicators can be found in Appendix 1

- 10.3 Enhanced performance will assist to improve customer service.



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**11. EQUALITIES AND DIVERSITY IMPLICATIONS**

- 11.1 There are two performance indicators included in the 2010/11 corporate set which relate to equality and diversity. These indicators are both performing well with the number of racial incidents recorded (BV 174) improving and the percentage of recorded incidents resulting in further action (BV 175) remaining at 100%.

**12. VALUE FOR MONEY IMPLICATIONS, PROCUREMENT AND ASSET MANAGEMENT**

- 12.1 Performance indicators would form part of any assessment of a services value for money along with financial information and customer feedback.

**13. CLIMATE CHANGE, CARBON IMPLICATIONS AND BIODIVERSITY**

- 13.1 There are a total of 4 performance indicators that relate to air quality and climate change within the list of National Indicators all of which are included in the corporate set. These indicators are all reported annually.

- NI 185 – Percentage reduction in CO<sub>2</sub> from Local Authority operations;
- NI 186 – Per capita reduction in CO<sub>2</sub> emissions in the local authority area;
- NI 188 – Planning to adapt to climate change and,
- NI 194 – Air quality – percentage reduction in NO<sub>x</sub> and primary PM<sub>10</sub> emissions through local authority's estate and operations.

**14. HUMAN RESOURCES IMPLICATIONS**

- 14.1 The performance indicator set includes BV 012 which reports on the number of working days / shifts lost to the local authority due to sickness absence per full time equivalent staff member. Quarter 1, 2010/11 shows an increase in the amount of time lost due to sickness absence compared to the same period last year.

**15. GOVERNANCE/PERFORMANCE MANAGEMENT IMPLICATIONS**

- 15.1 Performance management implications are detailed within this report at Appendix 1.

**REDDITCH BOROUGH COUNCIL**

**OVERVIEW AND SCRUTINY  
COMMITTEE**

15th September 2010

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**16. COMMUNITY SAFETY IMPLICATIONS INCLUDING SECTION 17 OF  
CRIME AND DISORDER ACT 1998**

16.1 There are a number of performance indicators relating to community safety in the 2010/11 corporate indicator set.

- NI 15 – Serious violent crime rate;
- NI 16 – Serious acquisitive crime rate;
- NI 17 – Perceptions of anti-social behaviour and
- NI 21 – Dealing with local concerns about anti-social behaviour and crime issues by the local council and police;
- NI 27 – Understanding of local concerns about anti-social behaviour and crime issues by the local council and police and,
- NI 41 – Perceptions of drunk or rowdy behaviour as a problem
- CS 002 – Total British Crime Survey crimes.

Performance for these indicators can be seen in Appendix 1.

**17. HEALTH INEQUALITIES IMPLICATIONS**

17.1 None specific

**18. LESSONS LEARNT**

18.1 Any lessons learnt in the course of carrying out performance management of the Council are communicated to the organisation via the Performance Management Group.

**19. COMMUNITY AND STAKEHOLDER ENGAGEMENT**

19.1 The performance indicators are based on the corporate priorities upon which the public are consulted.

**REDDITCH BOROUGH COUNCIL****OVERVIEW AND SCRUTINY  
COMMITTEE**

15th September 2010

**20. OTHERS CONSULTED ON THE REPORT**

Portfolio Holder	YES at Portfolio Holders Briefing
Chief Executive	YES at CMT
Executive Director (S151 Officer)	YES at CMT
Executive Director – Leisure, Cultural, Environmental and Community Services	YES at CMT
Executive Director – Planning & Regeneration, Regulatory and Housing Services	YES at CMT
Director of Policy, Performance and Partnerships	YES
Head of Service	N/A
Head of Resources	YES at CMT
Head of Legal, Equalities & Democratic Services	YES at CMT
Corporate Procurement Team	NO

**21. WARDS AFFECTED**

All wards

**22. APPENDICES**

Appendix 1 Quarter 1, 2010/11 Corporate Performance Report.

**23. BACKGROUND PAPERS**

The details to support the information provided within this report are held by the Policy Team.

**AUTHOR OF REPORT**

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**Corporate Performance Report**  
**Quarter 1, 2010/11 - Period Ending June 2010**

The following pages provide a report for all corporate performance indicators which are contained in the Council Plan, for which data was expected and provided in quarter 1 (April - June) 2010/11; the data relates to a year to date comparison.

	Finance & Corporate Resources (FR)		Leisure, Environmental & Community Services (LEC)		Areas of Highest Need (AOHN)		Policy, Performance & Partnerships (PPP)		Planning, Regeneration, Regulatory & Housing Svcs (PRRH)		Total	
		%		%		%		%		%		%
Total number of corporate performance indicators providing outturn data for quarter 1	6		14		0		0		5		25	
Total number of indicators showing improvement compared to the same period last year ☺	3	50.0%	9	64.3%	NO OUTTURNS EXPECTED THIS QUARTER		NO OUTTURNS EXPECTED THIS QUARTER		3	60.0%	15	60.0%
Total number of indicators showing a decline compared to the same period last year ☹	3	50.0%	4	28.6%					1	20.0%	8	32.0%
Total number of indicators showing no change compared to the same period last year** 😐	0	0.0%	1	7.1%					1	20.0%	2	8.0%

\*\* Both indicators showing no change are currently at optimum performance and as such, no improvement is possible

**Key Findings for Quarter 1**

This report shows that of the 25 indicators reported this quarter, 60% have improved when compared to the same period last year. By way of example, the time taken to process Housing Benefit / Council Tax Benefit new claims and change events (NI 181) has demonstrated a positive direction of travel as the length of time to process the claims has reduced by 3.56 days compared to the same period last year. Likewise, serious acquisitive crime rate (NI 16) has fallen when compared to the same period last year, reducing by 35 offences.

However there are also indicators which are highlighted as areas for concern; BV 012, the number of working days / shifts lost to the Local Authority due to sickness absence per full time equivalent staff member has increased from 1.83 days to 2.41 day compared to the same period last year. In addition, the amount of housing benefit (HB) overpayments recovered as a percentage of all HB overpayments (BV 079b (i)) has dropped by 6.45 percentage points when compared to the same period last year from 76.38% to 69.93%.

**Additional Information**

A total of 18 performance indicators were included in the Place Survey which was to be carried out every 2 years. A recent announcement has been made by Grant Shapps, Minister for Housing and Local Government that this survey is to be abolished. In addition to the Place Survey, two Worcestershire Viewpoint surveys (VS) have been undertaken, and although the methodology is slightly different, the same questions were used providing a proxy outturn for the indicators contained in the PS. As the PS has been abolished, the outturn for the PS indicators are to be proxy indicators for the VP survey which is held bi-ennially. Proxy indicators are shown in the report with a (P) after the outturn.

A new column has been added to this report showing the most recent benchmarking data where it is available. These benchmark figures have been collated by taking the **best outturn** from a list of our 'nearest neighbours'. The nearest neighbour list is put together by CIPFA (Chartered Institute of Public Finance & Accountancy) and contains a list of authorities which most closely match the characteristics of Redditch. The benchmark for BV 008 (percentage of invoices paid) and BV 012 (sickness absence) is no longer available nationally, therefore we have taken the best outturn for Worcestershire as a benchmark for these indicators.

**Corporate Performance Report**  
**Quarter 1, 2010/11 - Period Ending June 2010**

Areas of Highest Need is a new project and performance indicators are currently in development. The challenge is disaggregating the information into a very small geographical area (Lower Super Output Area). It is expected that data for these indicators will be available from quarter 2 (Jul - Sep), 2010.

The table below shows a key to terms and symbols used throughout this report.

<b><u>Key to Terms and Symbols</u></b>			
Improving performance compared to same period last year	☺	Positive Trend	+ve
Worsening performance compared to same period last year	☹	Negative Trend	-ve
No change in performance compared to same period last year	☺☹	Data is provisional	*
No data available for the period	#	To be confirmed	TBC
Not applicable for this indicator/period	NA		
		Place Survey	(P)
		Recovery plan in place	(RP)
		Lower Super Output Area	LSOA
		West Midlands	WM

Indicator Description	Indicator Reference	Current				Historic			Comments
		1 April 2009 30 Jun 2009	1 April 2010 30 Jun 2010	Direction of Travel	Annual Target 2010/11	Benchmark (where applicable)	2008/09	2009/10	
Time taken to process Housing Benefit / Council Tax Benefit new claims and change events (days)	NI 181	16.16	12.6	☺	12 days	5	17.70	13.40	Target not met - some staff shortages due to illness and bereavement - some changes planned to improve how work distributed
The amount of Housing Benefit overpayments recovered as a percentage of all HB overpayments	BV 079b(i)	76.38%	69.93%	☹	80.00%	NA	65.24%	75.99%	Slight improvement on Quarter 4 last year, where Housing Benefit overpayments identified increased 2.30% and recovery increased by 2.39%. The Housing Benefit Overpayment Officer has been sorting out and making efforts to recover some of the older debts.
Percentage of invoices for commercial goods and services that were paid by the Council within 30 days of receipt or within the agreed payment terms	BV 008	93.60%	93.32%	☹	95.00%	98.24%	91.62%	93.55%	No change from previous quarters, maintaining - will improve with roll out of automated system
The number of working days/shifts lost to the local authority due to sickness absence per FTE staff member	BV 012	1.83	2.41	☹	9.02	9.02	9.60	9.02	Increase in sickness from previous quarter, and when compared to the same quarter in 2009/10.
Customer services - percentage of enquiries resolved at first point of contact	WMO 011	NA	94.98%	NA	90%	NA	NA	NA	Not all enquiries were logged on the CRM but we are moving towards getting all enquiries logged from August 2010.
Customer services - percentage of calls answered (switchboard and contact centre)	WMO 012	NA	77.74%	NA	80%	NA	NA	NA	These figures are total number of calls to switchboard and contact centre, as this is a new indicator no comparative data is available, and we will see improvement against the target during the year.
Customer services - average speed of answer (seconds)	WMO 013	NA	15.0	NA	20 secs	NA	NA	NA	These are calls which are answered by operator and does not include calls a customer pins in the extension for themselves
Number of complaints received	WMO 014	21	17	☺	Contextual measure	NA	NA	83	There have been 5 more complaints since the last quarter, but 4 less complaints when compared to the same quarter for 2009/10.
Number of compliments received	WMO 015	56	75	☺	Contextual measure	NA	NA	287	There have been fewer compliments when compared to the last quarter, but more compliments received this quarter when compared to the same quarter last year 2009/10.

Key to Terms and Symbols		
	+ve	(P)
Improving performance compared to same period last year	☺	Place Survey
Worsening performance compared to same period last year	☹	Recovery plan in place
No change in performance compared to same period last year	☹	Lower Super Output Area
No data available for the period	#	West Midlands
Not applicable for this indicator/period	NA	





Indicator Description	Indicator Reference	Current				Historic			Comments
		1 April 2009 30 Jun 2009	1 April 2010 30 Jun 2010	Direction of Travel	Annual Target 2010/11	Benchmark (where applicable)	2008/09	2009/10	
% of people who believe people from different backgrounds get on well together in their local area (Viewpoint Survey)	NI 001	NA	Viewpoint Survey	NA	+ve	81.90%	72% (P)	71.7%	Bi-ennial indicator (May and November - 3 month time lag)
Serious violent crime rate	NI 015	0.19	0.28	☹	0.98	NA	0.57	0.98	Although NI 15 rates have decreased by 7.5% compared to last quarter, this is only a decrease of two offences on what was one of the highest quarters of the last year. When compared to the same quarter of last year, rates have increased by 70.8% (9 offences more). Although volumes are small, it appears that we are starting this year with a much greater rate of offences compared to last year, with more than 1.5 times the number of offences this quarter compared to the same quarter last year. Therefore as rates remain high and decreases in volume are only slight, assessment remains red. On a positive note, MSFG rankings have moved in line with peers, and the year to date figures are in line with last year.
Serious acquisitive crime rate	NI 016	2.94	2.50	☺	11.50	NA	12.93	11.51	There has been an increase of 20% in the volume of offences between Q4 09/10 and Q1 10/11, with figures rising by 33 offences from 165 to 198 offences in Q1 10/11. However, Q4 09/10 was the lowest of the entire year by 68 offences, and Q1 10/11 is lower than any other quarters throughout the year. In fact, compared to Q1 09/10, there is a difference of 35 offences, representing a 15% reduction compared to the same time last year. In the light of all factors, assessment remains green.
Perceptions of anti-social behaviour (Viewpoint Survey)	NI 017	NA	Viewpoint Survey	NA	19.5% by 2011	13.6	21.1% (P)	12.9%	Bi-ennial indicator (May and November - 3 month time lag)
Dealing with local concerns about anti-social behaviour and crime issues by the local council and police (Viewpoint Survey)	NI 021	NA	Viewpoint Survey	NA	30.1% by 2011	30.8	24.8% (P)	30.5%	Bi-ennial indicator (May and November - 3 month time lag)
Understanding of local concerns about anti-social behaviour and crime issues by the local council and police (Viewpoint Survey)	NI 027	NA	Viewpoint Survey	NA	+ve	28.5	25.1% (P)	31.6%	Bi-ennial indicator (May and November - 3 month time lag)
Perceptions of drunk or rowdy behaviour as a problem (Viewpoint Survey)	NI 041	NA	Viewpoint Survey	NA	-ve	20.5	30.8% (P)	23.9%	Bi-ennial indicator (May and November - 3 month time lag)
Number of affordable homes delivered (gross)	NI 155	19	41	☺	64	250	10	111	A very good start to 2010/11. Had 34 rented units at Windsor Road. All affordable units have been delivered. Also 7 reported completions (Orbit HA) on same site on HomeBuy Direct
Residual household waste per household (kg)	NI 191	147.56	159.71	☹	570kg	480	566.74	574.93	Estimated figure used to calculate some 'bring bank' tonnages

Indicator Description	Indicator Reference	Current				Historic			Comments
		1 April 2009 30 Jun 2009	1 April 2010 30 Jun 2010	Direction of Travel	Annual Target 2010/11	Benchmark (where applicable)	2008/09	2009/10	
Percentage of household waste sent for reuse, recycling and composting	NI 192	28.22%	23.06%	☹	30%	51.91%	31.43%	28.30%	Estimated figure used to calculate some 'bring bank' tonnages and a high reject rate of 20% used for whole quarter - likely to be lower but recommendation from WCC is that we work on this for now This indicator is collected 3 times per year with first data available during quarter 2. This indicator is collected 3 times per year with first data available during quarter 2. This indicator is collected 3 times per year with first data available during quarter 2. This indicator is collected 3 times per year with first data available during quarter 2. This indicator is collected 3 times per year with first data available during quarter 2. This indicator is collected 3 times per year with first data available during quarter 2. This indicator is collected 3 times per year with first data available during quarter 2. Continue to receive reports from a variety of sources i.e. direct calls in, visits to One Stop Shops and online. Additional publicity last qtr may have led to increase in reports in this period
	NI 195(a)	NA	N/A	NA	6%	0%	5%	8%	
	NI 195(b)	NA	N/A	NA	25%	1%	11%	26%	
	NI 195(c)	NA	N/A	NA	2%	0%	1%	2%	
	NI 195(d)	NA	N/A	NA	0%	0%	0%	0%	
Improved street and environmental cleanliness - levels of litter	NI 196	NA	N/A	NA	Level 1	1	2	1	
Improved street and environmental cleanliness - levels of detritus	BV 174	6.35	10.16	☺	Contextual measure	NA	12.56	23.88	
Improved street and environmental cleanliness - graffiti	BV 175	100%	100%	☹	Contextual measure	NA	100%	100%	
Improved street and environmental cleanliness - fly-posting	CS 002	935	831	☺	Contextual measure	NA	3,690	3,469	
Improved street and environmental cleanliness - fly tipping (Level 1 - Good, Level 4 - Poor)	WMO 016	8,416	8,574	☺	34,330	NA	NA	33,930	
The number of racial incidents recorded by the authority per 100,000 population	WMO 017	4,733	4,096	☹	19,238	NA	NA	19,238	
The percentage of racial incidents that resulted in further action	CG 001	NA	Annual	NA	Baseline year	NA	NA	NA	
Number of British Crime Survey Comparator crimes reported	CG 002	NA	Viewpoint Survey	NA	Baseline year	NA	NA	NA	
Number of people using the Dial-A-Ride service	EC 005	67,071	78,073	NA	296,903	NA	NA	291,081	
Number of people using the Shopmobility service									
Morton Stanley Park - number of visitors to the festival									
Satisfaction with parks and open spaces (%)									
Number of visitors to the Abbey Stadium and Hewell Road Swimming Pool									

Indicator Description	Indicator Reference	Current				Historic			Comments
		1 April 2009 30 Jun 2009	1 April 2010 30 Jun 2010	Direction of Travel	Annual Target 2010/11	Benchmark (where applicable)	2008/09	2009/10	
Number of visitors to the Palace Theatre	EC 006	12,893	13,540	NA	45,756	NA	NA	44,857	Introduction of on line booking and payment and increased promotional material is expected to increase attendances at the Palace Theatre
Number of visitors to leisure centres	EC 007	130,615	131,720	NA	576,460	NA	NA	565,157	Increase from previous month due to special events at Abbey Stadium. Youth Sports Festival and Schools Athletics Events
Number of visitors to the Museum and Bordesley Abbey Visitors Centre	EC 008	5,200	7,350	☺	15,369	NA	NA	15,068	Increase from same period in 09/10 due to increase in event attendances. 2000 attendees for Farm Day, and additional 200 for Medieval Festival.
Number of over 60's swimming usage	EC 009	1,967	2,704	NA	9,176	NA	NA	8,996	Increase in June due to May closures at Kingsley for essential maintenance (led to reduction in figure for May)
Number of under 16's swimming usage	EC 010	6,955	4,804	NA	23,667	NA	NA	23,203	Increase in June due to May closures at Kingsley for essential maintenance (led to reduction in figure for May)
Attendance at community events	EC 011	10,414	14,714	☺	43,248	NA	NA	42,400	Increase on previous year by 4300 attendances due to the warmest spring since records began. No events for this period were cancelled due to poor weather conditions.
Attendance at community centres	EC 012	41,969	50,349	☺	154,683	NA	NA	151,650	Increase of 8380 compared with previous year due to increase in hires. Four new regular hires from April 10.
Attendance at sports development sessions	EC 013	#	18,095	NA	60,935	NA	NA	59,741	Increase on previous month due to special events. Youth Sports Festival 2000 people.
Attendance at arts development sessions	EC 014	2,105	3,210	NA	10,048	NA	NA	9,851	Slight decrease in June due to event programming
Number of visits to Arrow Valley Countryside Centre	EC 015	81,000	106,717	☺	341,726	NA	NA	335,025	Increase by 25717 through visitor attendance at Centre and attendance at events due to weather conditions

Key to Terms and Symbols			
Improving performance compared to same period last year	☺	Positive Trend	+ve
Worsening performance compared to same period last year	☹	Negative Trend	-ve
No change in performance compared to same period last year	☺	Data is provisional	*
No data available for the period	#	To be confirmed	TBC
Not applicable for this indicator/period	NA		
		Place Survey	(P)
		Recovery plan in place	(RP)
		Lower Super Output Area	LSOA
		West Midlands	WM



Indicator Description	Indicator Reference	Current				Historic			Comments
		1 April 2009 30 Jun 2009	1 April 2010 30 Jun 2010	Direction of Travel	Annual Target 2010/11	Benchmark (where applicable)	2008/09	2009/10	
Perceptions of anti-social behaviour (Place Survey)	NI 017 H	NA	Viewpoint Survey	-ve	TBC	NA	NA	39.0%	Bi-ennial indicator (May and November - 3 month time lag)
Assault with injury crime rate	NI 020 H	NA	#	-ve	TBC	NA	NA	NA	This is a new project targeted at a specific LSOA in Winyates. Baseline data is currently being disaggregated and area specific targets set. Backdated information will be provided once data is available.
Rate of hospital admissions per 100,000 for alcohol related harm	NI 039 H	NA	#	-ve	TBC	NA	NA	NA	Due to the complexities of this indicator officers are currently investigating it's validity as information is proving difficult to access at such a local level.
Per capita reduction in CO2 emissions in the LA area	NI 186 H	NA	Annual	-ve	TBC	NA	NA	NA	The Warmer Worcestershire project, and ongoing promotion of insulation grants will encourage residents to take up the offer of free home loft and cavity wall insulation if eligible; or for subsidised insulation offers (currently at £85). This will both reduce fuel bills for residents and also reduce heat loss, resulting in lower carbon emissions. Promotional material is currently being drafted.
Improved street and environmental cleanliness - litter	NI 195(a) H	NA	NA	-ve	TBC	NA	NA	NA	This indicator is collected 3 times per year with first data available during quarter 2.
Incidents of criminal damage to all residential properties	SA 001a	NA	#	-ve	TBC	NA	NA	NA	This is a new project targeted at a specific LSOA in Winyates. Baseline data is currently being disaggregated and area specific targets set. Backdated information will be provided once data is available.
Incidents of criminal damage to local authority residential properties	SA 001b	NA	#	-ve	TBC	NA	NA	NA	This is a new project targeted at a specific LSOA in Winyates. Baseline data is currently being disaggregated and area specific targets set. Backdated information will be provided once data is available.

Key to Terms and Symbols			
Improving performance compared to same period last year	☺	Positive Trend	+ve
Worsening performance compared to same period last year	☹	Negative Trend	-ve
No change in performance compared to same period last year	☺☹	Data is provisional	*
No data available for the period	#	To be confirmed	TBC
Not applicable for this indicator/period	NA		
		Place Survey	(P)
		Recovery plan in place	(RP)
		Lower Super Output Area	LSOA
		West Midlands	WM



Indicator Description	Indicator Reference	Current				Historic			Comments
		1 April 2009 30 Jun 2009	1 April 2010 30 Jun 2010	Direction of Travel	Annual Target 2010/11	Benchmark (where applicable)	2008/09	2009/10	
Total tonnage of CO2 emissions from Local Authority operations	NI 185 (a)	Annual	Annual	NA	4% reduction on 08/09 baseline	NA	3,637	TBC	This is an annual indicator. Q4 2009/10 outturn is currently unavailable as awaiting data from a number of systems before outturn can be determined. A provisional outturn is expected at the end of August 2010 (RP)
CO2 reduction from Local Authority operations previous 12 months (April - March)	NI 185 (b)	Annual	Annual	NA	4% reduction on 08/09 baseline	NA	NA	TBC	This is an annual indicator. Q4 2009/10 outturn is currently unavailable as awaiting data from a number of systems before outturn can be determined. A provisional outturn is expected at the end of August 2010 (RP)
Per capita reduction in CO2 emissions in the LA area	NI 186	Annual	Annual	NA	3% reduction	8.1	#	#	This is an annual indicator. Quarter 4 2009/10 shows - 2008/9 data onwards expected 2010/11. To the best of our knowledge we are on target to achieve a 0.3% reduction in 08/09 and 0.6% reduction borough wide in 09/10 (note this is the local reduction required, national initiatives also contribute therefore the actual target for the borough is 3% year on year reduction in emissions. Economic downturn likely to result in reduced emissions. 2006 (7.7T/cap), 2007 (7.4T/cap)
Planning to adapt to climate change (Level 0 - low performance, Level 4 - high performance)	NI 188	Annual	Annual	NA	2	1	0	1	This is an annual indicator. Quarter 4 2009/10 shows - This is on target, and Level 1 has been achieved.
Air quality - total NOx and PM10 emitted through local authority estate and operations	NI 194(a)	Annual	Annual	NA	4% reduction on 08/09 baseline	NA	8,787	TBC	This is an annual indicator. Q4 2009/10 outturn is currently unavailable as awaiting data from a number of systems before outturn can be determined. A provisional outturn is expected at the end of August 2010 (RP)
Air quality - % reduction in NOx and PM10 emitted through local authority's estate and operations for previous 12 months (April - March)	NI 194(b)	Annual	Annual	NA	4% reduction on 08/09 baseline	NA	NA	TBC	This is an annual indicator. Q4 2009/10 outturn is currently unavailable as awaiting data from a number of systems before outturn can be determined. A provisional outturn is expected at the end of August 2010 (RP)
Percentage who people who agree that the Council provides value for money (Viewpoint Survey)	WMO 018	NA	Viewpoint Survey	NA	+ve	NA	35% (P)	35.6%	It is concerning that only 35.6% of the public think the Council provides value for money. This is an area of focus for 2010/11 and will be addressed through shared services and procurement.
Percentage of people who are satisfied with the way the Council runs things (Viewpoint Survey)	WMO 019	NA	Viewpoint Survey	NA	+ve	NA	43% (P)	47.3%	This indicator has shown an increase over the last two surveys with a 2009/10 outturn of 47.3% of people who are satisfied with the way the Council runs things. The least satisfied are 18 - 24 year old males with those aged over 65 being most satisfied.

Indicator Description	Indicator Reference	Current				Historic			Comments
		1 April 2009 30 Jun 2009	1 April 2010 30 Jun 2010	Direction of Travel	Annual Target 2010/11	Benchmark (where applicable)	2008/09	2009/10	

<u>Key to Terms and Symbols</u>			
Improving performance compared to same period last year	☺	Positive Trend	+ve
Worsening performance compared to same period last year	☹	Negative Trend	-ve
No change in performance compared to same period last year	☺☹	Data is provisional	*
No data available for the period	#	To be confirmed	TBC
Not applicable for this indicator/period	NA		
		Place Survey	(P)
		Recovery plan in place	(RP)
		Lower Super Output Area	LSOA
		West Midlands	WM



Indicator Description	Indicator Reference	Current				Historic			Comments
		1 April 2009 30 Jun 2009	1 April 2010 30 Jun 2010	Direction of Travel	Annual Target 2010/11	Benchmark (where applicable)	2008/09	2009/10	
Number of households living in temporary accommodation	NI 156	8	7	☺	15	0	10	7	Remains the same as last quarter which is well within the government set target of 15
Processing of major planning applications determined within 13 weeks	NI 157(a)	100.00%	100.00%	☺	97%	100%	93.75%	100%	Static - has remained at 100% now for last 7 quarters
Processing of minor planning applications determined within 8 weeks	NI 157(b)	93.33%	100.00%	☺	93%	100%	90.41%	95.24%	All applications determined within 8 weeks, improvement from the last 2 quarters
Processing of other planning applications determined within 8 weeks	NI 157(c)	100.00%	88.10%	☹	96%	100%	97.83%	98.16%	5 applications determined out of time, 4 within 8-13 weeks and 1 within 13 weeks or more
New business registration rate (per 10,000 population)	NI 171	Annual	Annual	NA	4 more than WM rate	68.8	50.9	51.4	Annual indicator
% of small businesses in an area showing employment growth	NI 172	Annual	Annual	NA	2% points above WM rate	15.90%	15.90%	#	Annual indicator
Average time taken to relet local authority housing (days)	BV 212	29.10	18.54	☺	24 days	NA	27.46	NA	Performance has improved due mainly to the repairs and maintenance (R&M) supervisors and team prioritising work more effectively and finding more efficient ways of working. Additionally liaison between tenancy, R&M and Housing Options has improved which enables more discussion to prevent potential hold ups.
Business events per annum	EC 004	NA	Annual	NA	2	NA	NA	NA	In May 2010 the 'Redditch Business Expo' was held in Redditch
Number of vacant units in Town Centre	EC 016	NA	Annual	NA	TBC	NA	NA	NA	For this indicator the Town Centre is defined within the Borough of Redditch Local Plan No.3 and these boundaries should be used for any monitoring purposes. As part of PPS4: Planning for Sustainable Economic Growth monitoring planning policy will be carrying out town centre health checks to include the above indicator. This will be commenced this September and then monitored on an annual basis. Please note however Redditch Borough Council have no control of vacant units within the Kingfisher Centre.

Key to Terms and Symbols			
	Positive Trend	+ve	(P)
Improving performance compared to same period last year	☺		Place Survey
Worsening performance compared to same period last year	☹	-ve	Recovery plan in place
No change in performance compared to same period last year	☺	*	Lower Super Output Area
No data available for the period	#	TBC	West Midlands
Not applicable for this indicator/period	NA		



REDDITCH BOROUGH COUNCIL**OVERVIEW AND SCRUTINY  
COMMITTEE**

15th September 2010

**QUARTERLY BUDGET MONITORING: APRIL - JUNE QUARTER**

Relevant Portfolio Holder	Cllr M Braley
Relevant Head of Service	Teresa Kristunas
Non-Key Decision	

**1. SUMMARY OF PROPOSALS**

The report provides the Executive Committee with an overview of the budget including the achievement of approved savings as at the end of the first quarter of 2010/11.

**2. RECOMMENDATIONS**

**The committee is asked to RESOLVE that**

**subject to any comment, the report be noted.**

**3. BACKGROUND**

The Council set its base budget for 2010/11 on the 22nd February 2010. This included budget savings which were approved on 6th April 2009, the detailed savings for 2010/11 are included in Appendix 1. In addition to this there is a sum of £200k built into the base budget for vacancy/turnover savings.

**4. KEY ISSUES**

- 4.1 Appendices 2 and 3 detail the projected turnover variances as at the end of the first quarter. The budget for 2010/11 includes £350k for vacancy /turnover savings.
- 4.2 The savings detailed within Appendices 2 and 3 may fluctuate during the year particularly where they relate to vacant posts. Any movements on these will be reflected in future monitoring reports.
- 4.3 The projected variances for General Fund at the end of the first quarter are savings of £283,100.
- 4.4 Appendix 4 details savings achieved at the end of the first quarter against the target of £1,153.9k.

**REDDITCH BOROUGH COUNCIL**

**OVERVIEW AND SCRUTINY  
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**15th September 2010**

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4.5 At the end of June savings of £283.1k have been identified against the target of £1,153.9k. This would indicate that the council is on target to deliver the approved savings although the figure for vacancy/turnover savings may fluctuate during the year. Additional work needs to be carried out to calculate the savings from the Single Management Team.

4.6 Any shortfall in savings at the end of the year will need to be met from revenue balances. General Fund balances as at the 1st April 2010 stood at £1.925million.

**5. FINANCIAL IMPLICATIONS**

The financial implications are detailed in the report. The report highlights areas of financial performance which are out of line with the approved budget. Budgets will continue to be monitored during the year and reported to this committee.

**6. LEGAL IMPLICATIONS**

Under section 151 of the Local Government Act 1972 every local authority has a duty to make arrangements for the proper administration of their financial affairs.

**7. POLICY IMPLICATIONS**

None Specific – information only.

**8. COUNCIL OBJECTIVES**

The report is required to ensure that the authority is managing its budgets effectively and to ensure that Members are aware of any unexpected expenditure and effects on Council's balances during the year. This is part of a Well Managed Organisation.

**9. RISK MANAGEMENT INCLUDING HEALTH & SAFETY  
CONSIDERATIONS**

9.1 Without adequate budget monitoring procedures, the Council will not achieve its objectives. The Council needs to monitor its financial performance in order that corrective action may be taken to minimise risks to the organisation.

**REDDITCH BOROUGH COUNCIL**

**OVERVIEW AND SCRUTINY  
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9.2 There is also a risk that the Council will overspend its budget if action is not taken to monitor the delivery of planned savings during the year.

**10. CUSTOMER IMPLICATIONS**

None Specific

**11. EQUALITIES AND DIVERSITY IMPLICATIONS**

None Specific

**12. VALUE FOR MONEY IMPLICATIONS, PROCUREMENT AND ASSET  
MANAGEMENT**

None Specific

**13. CLIMATE CHANGE, CARBON IMPLICATIONS AND BIODIVERSITY**

None Specific

**14. HUMAN RESOURCES IMPLICATIONS**

None Specific

**15. GOVERNANCE/PERFORMANCE MANAGEMENT IMPLICATIONS**

None Specific

**16. COMMUNITY SAFETY IMPLICATIONS INCLUDING SECTION 17 OF  
CRIME AND DISORDER ACT 1998**

None Specific

**17. HEALTH INEQUALITIES IMPLICATIONS**

None Specific

**18. LESSONS LEARNT**

None Specific

**REDDITCH BOROUGH COUNCIL****OVERVIEW AND SCRUTINY  
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15th September 2010

**19. COMMUNITY AND STAKEHOLDER ENGAGEMENT**

None Specific

**20. OTHERS CONSULTED ON THE REPORT**

Portfolio Holder	
Chief Executive	Yes
Executive Director (S151 Officer)	Yes
Executive Director – Leisure, Cultural, Environmental and Community Services	Yes
Executive Director – Planning & Regeneration, Regulatory and Housing Services	Yes
Director of Policy, Performance and Partnerships	Yes
Head of Service	Yes
Head of Resources	Yes
Head of Legal, Equalities & Democratic Services	Yes
Corporate Procurement Team	N/A

**21. WARDS AFFECTED**

All Wards

**22. APPENDICES**

- Appendix 1 Budget savings approved on 6th April 2009  
Appendix 2 Quarterly Monitoring Directorate Summary April – June 2010  
Appendix 3 Explanations for projected variances

**REDDITCH BOROUGH COUNCIL**

**OVERVIEW AND SCRUTINY  
COMMITTEE**

**15th September 2010**

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Appendix 4 Budget savings – position as at end of second quarter  
2010/11

**23. BACKGROUND PAPERS**

Council Minutes 6th April 2009 and 22nd February 2010.

**AUTHOR OF REPORT**

Name: Sam Morgan  
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Tel: (01527) 64252 extn 3790





# Overview and Scrutiny

Committee

# Appendix 1

15th September 2010

## Budget Savings approved 6th April 2009

Description	2010/11 £'000
<b>Budget adjusted to reflect saving/additional income -</b>	
Planning	53.2
Corporate Training	50.0
Building Control	20.7
Head of Asset	25.0
Switchboard	3.0
Arrow Valley Countryside Centre	24.0
Pay Award	120.0
Property Services	10.3
Licensing Officer	13.3
Cllrs Personal Budgets	16.5
<b>INCOME</b>	
Forge Mill	10.0
Private Sector Lifeline to breakeven	28.4
Car parking (Town Hall/Trafford Park)	22.0
Dial- a- Ride	10.0
Arrow Valley Countryside Centre	10.0
<b>Subject to ongoing monitoring -</b>	
Pitcheroak Golf Course	56.9
Shared Services	290.0
Vacancy Management	125.0
REDI	160.0
Printing	52.0
Procurement	70.0
Committee Services	14.0
Benefits Subsidy	100.0
Community Meeting Rooms	61.0
Support Service Costs	25.0
<b>Total savings/additional income</b>	<b>1,370.3</b>



# Executive Committee

8th September 2010

## Quarterly Monitoring Directorate Summary April - June 2010

Directorate	A Budget £	B Profiled YTD Budget £	C YTD Actuals £	D Commitments £	E (C+D) Actual + Commitments £	F (B - E) Variance to Date £	Projected Outturn £	Projected Variance £
Chief Executive	14,480	3,636	(26,855)	42,630	15,775	12,139	6,400	(8,080)
Leisure, Culture, Environment and Community	9,404,350	2,717,867	1,869,252	415,262	2,284,514	(433,353)	9,362,083	(42,267)
Planning, Regeneration, Regulatory and Housing	2,315,110	469,745	55,778	188,490	244,268	(225,477)	2,244,340	(70,770)
Finance and Corporate Resources	3,263,440	(2,170,707)	(2,568,683)	93,449	(2,475,234)	(304,527)	3,221,797	(41,643)
Policy, Performance and Partners	166,830	41,649	(3,020)	31,236	28,215	(13,434)	166,830	0
<b>Total:</b>	<b>15,164,210</b>	<b>1,062,190</b>	<b>(673,528)</b>	<b>771,067</b>	<b>97,538</b>	<b>964,652</b>	<b>15,001,450</b>	<b>(162,760)</b>
Housing Revenue Account	(146,000)	(369,000)	(200,000)	0.00	(200,000)	169,000	(200,000)	(30,000)
HRA Repairs	0	0	28,290	0	28,290	28,290	30,000	30,000
<b>Total:</b>	<b>(146,000)</b>	<b>(369,000)</b>	<b>(171,710)</b>	<b>0</b>	<b>(171,710)</b>	<b>197,290</b>	<b>(170,000)</b>	<b>0</b>



**Overview and Scrutiny****Appendix 3**

Committee

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**Budget Monitoring Apr – Jun 2010****Explanations for projected outturn variances****Chief Executive Directorate****CE Head of Paid Service**

<b>Cost Centre</b>	<b>Description</b>	<b>Variance £</b>	<b>Explanation</b>
0114	PA & Directorate Support	(8,080)	Qtr year salary saving due to secondment – now back in post

<b>Total</b>	<b>Chief Executive Directorate</b>	<b>(8,080)</b>	
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**Executive Director of Leisure, Environment & Community Services****Head of Community Services**

<b>Cost Centre</b>	<b>Description</b>	<b>Variance £</b>	<b>Explanation</b>
0705	Shopmobility	10,798	Town Centre Management have reduced grant to RBC & charged for electricity
0780	Anti-Social Behaviour	(8,158)	Vacant post

**Head of Environmental Services**

<b>Cost Centre</b>	<b>Description</b>	<b>Variance £</b>	<b>Explanation</b>
0151	L'Scape & Cntryside/Waste Management	(12,436)	Staff vacancy
0143	Environmental Service Management	(19,051)	Staff vacancies (now being covered by agency/fixed term staff)
0717	Garden Waste Collection	(10,780)	Pilot scheme introduced in April – income received

<b>Total</b>	<b>Leisure, Environment &amp; Community</b>	<b>(42,267)</b>	
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**Overview and Scrutiny****Appendix 3**

Committee

15th September 2010

**Executive Director of Planning & Regeneration, Regulatory & Housing Services****Head of Housing & Community**

<b>Cost Centre</b>	<b>Description</b>	<b>Variance £</b>	<b>Explanation</b>
0189	Hsg Capital	(14,007)	Vacant post
0482	St Davids Hse Canteen	6,295	Social Services reduced funding

**Head of Planning & Regeneration**

<b>Cost Centre</b>	<b>Description</b>	<b>Variance £</b>	<b>Explanation</b>
0432	Business Centres	(41,023)	Additional provision for NNDR void properties
0142	Planning Services	(23,035)	Vacant posts

<b>Total</b>	<b>Planning &amp; Ren., Regulatory &amp; Housing</b>	<b>(70,770)</b>	
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**Executive Director of Finance & Corporate Resources****Head of Finance & Resources**

<b>Cost Centre</b>	<b>Description</b>	<b>Variance £</b>	<b>Explanation</b>
0106	Benefits	(11,137)	Salary savings
0606	Corporate Expenses	(10,209)	IFRS Rebate-Audit Commission
0607	Corporate Activities	5,056	Advert – Shared Services
0104	Payments	(7,355)	¼ Salary saving – post now filled
0430	M'Ment of Investment Properties	5,789	Additional costs refer to Arrow Valley Social Club
0435	Comm Related Asset Property	(23,787)	Additional provision for NNDR void properties

<b>Total</b>	<b>Finance &amp; Resources</b>	<b>(41,643)</b>	
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**Overview and Scrutiny****Appendix 3**

Committee

15th September 2010

**Housing Revenue Account**

<b>Cost Centre</b>	<b>Description</b>	<b>Variance £</b>	<b>Explanation</b>
	Housing Repairs	30,000	Increased boiler repairs and electrical contracts
	Item 8	(30,000)	Reduced interest rates on Item 8

<b>Total</b>	<b>Housing Revenue Account</b>	<b>(0)</b>	
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**Summary -**

<b>Total variances</b>	<b>£</b>
General Fund	(156,234)
Housing Revenue Account	(6,526)
<b>Total</b>	<b>(162,760)</b>





# Executive Committee

# Appendix 4

8th September 2010

## Position as at end of First Quarter

	Target 2010/11 £'000	Actual for 1 <sup>st</sup> Quarter 2010/11 £'000	Comments
Pitcheroak Golf Course	56.9	14.3	On track
Shared Services	290.0	-	Savings available next quarter/still awaiting further information
Vacancy Management/Outturn savings*	325.0	148.8	Monitoring in place
REDI	160.0		Will not be achieved this Financial year
Printing	52.0	-	Unlikely to be achieved.
Procurement	70.0	70.0	On track to be achieved
Committee Services	14.0	-	Not likely to be achieved.
Benefits Subsidy	100.0	35.0	On target to be achieved
Community Meeting Rooms	61.0	15.0	On track to achieve savings
Support Service Costs	25.0	-	Added to vacancy savings
*including £200k already built into base budget			
<b>Total</b>	<b>1,153.9</b>	<b>283.1</b>	





# Overview and Scrutiny

No Direct Ward Relevance

## Committee

15th September 2010

### WORK PROGRAMME

(Report of the Chief Executive)

Date of Meeting	Subject Matter	Officer(s) Responsible for report
<b>ALL MEETINGS</b>	<b>REGULAR ITEMS</b>	<b>(CHIEF EXECUTIVE)</b>
	Minutes of previous meeting Consideration of the Forward Plan Consideration of Executive Committee key decisions Call-ins (if any) Pre-scrutiny (if any) Consideration of Overview and Scrutiny Actions List Referrals from Council or Executive Committee, etc. (if any) Task & Finish Groups - feedback Committee Work Programme	Chief Executive Chief Executive Chief Executive Chief Executive Chief Executive Chief Executive Chief Executive Chief Executive
	<b>REGULAR ITEMS</b> Quarterly Performance Report Quarterly Budget Monitoring Report Annual Update on the Implementation of the Civil Parking Enforcement Scheme	Chief Executive Chief Executive Relevant Lead Heads of Service

# Overview and Scrutiny

Committee

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	<p><b>REGULAR ITEMS</b></p> <p>Update on fly tipping and progress with the Worth It campaign</p> <p>Update on the work of the Crime and Disorder Scrutiny Panel.</p>	<p>Relevant Lead Heads of Service</p> <p>Relevant Lead Heads of Service</p>
	<p><b>REGULAR ITEMS</b></p> <p>Oral updates on the progress of:</p> <ol style="list-style-type: none"> <li>1. the Dial-A-Ride Task and Finish Group;</li> <li>2. Joint Worcestershire Hub Scrutiny; and</li> <li>3. Bus Pass Scheme County Provision.</li> </ol>	
<b>OTHER ITEMS - DATE FIXED</b>		
<b>15th September 2010</b>	Joint Worcestershire Hub – Suggestion of Items for inclusion in a Written Submission	Relevant Lead Head of Service
<b>15th September 2010</b>	Quarterly Budget Monitoring Report – First Quarter	Relevant Lead Head of Service
<b>15th September 2010</b>	Quarterly Performance Monitoring Report – First Quarter	Relevant Lead Head of Service

# Overview and Scrutiny

Committee

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<b>15th September 2010</b>	Sub Regional Choice Based Lettings - Review	Relevant Lead Head of Service
<b>21st September 2010</b>	Arrow Valley Country Side Centre – Audit Trail Report	Relevant Lead Head of Service
<b>21st September 2010</b>	Crime and Disorder Scrutiny Panel – Chair’s Update Report	
<b>21st September 2010</b>	Pitcheroak Golf Course - Presentation	Relevant Lead Head of Service
<b>21st September 2010</b>	Work Experience Opportunities – submission of Scoping Document	
<b>5th October 2010</b>	Member attendance at the ‘Future of Overview and Scrutiny’ conference.	
<b>5th October 2010</b>	Member attendance at Scrutiny Skills Workshop, Worcestershire County Hall	
<b>6th October 2010</b>	Council Plan – Part I	Relevant Lead Director
<b>6th October 2010</b>	Charging Policy – Monitoring Update Report	Relevant Lead Head of Service
<b>6th October 2010</b>	Disabled Facilities Grants and the Lifetime Grant – scrutiny of the Countywide Scheme	Relevant Lead Head of Service

# Overview and Scrutiny

Committee

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<b>6th October 2010</b>	Feedback from Scrutiny Training Events.	Relevant Lead Head of Service
<b>6th October 2010</b>	Garden Waste Collection – Pre-Scrutiny	Relevant Lead Head of Service
<b>October 2010</b>	Scrutiny Budget Workshop	Relevant Lead Director
<b>27th October 2010</b>	Performance Report for the services within the Housing, Local Environment and Health Portfolio	Relevant Lead Head(s) of Service
<b>27th October 20</b>	Petitions Process and FAQ Sheet– the Role of Overview and Scrutiny	Relevant Lead Head(s) of Service
<b>17th November 2010</b>	Performance Report for the services within the Corporate Management Portfolio	Relevant Lead Head(s) of Service
<b>17th November 2010</b>	Portfolio Holder Annual Report – Portfolio Holder for Housing, Local Environment and Health	
<b>17th November 2010</b>	Update on fly tipping and progress with the Worth It campaign	Relevant Lead Head of Service
<b>November 2010</b>	Scrutiny Budget Workshop	Relevant Lead Director
<b>8th December 2010</b>	Children and Young Peoples Plan – Pre-Scrutiny	Relevant Lead Head of Service

# Overview and Scrutiny

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<b>8th December 2010</b>	Quarterly Performance Monitoring Report – Second Quarter	Relevant Lead Head of Service
<b>19th January 2011</b>	National Angling Museum Task and Finish Group – Update on Actions	Relevant Lead Head of Service
<b>19th January 2011</b>	Performance report for the services within the Leadership and Partnerships Portfolio	Relevant Lead Head(s) of Service
<b>19th January 2011</b>	Town Centre Landscape Improvements (including Church Green Improvements)	Relevant Lead Head of Service
<b>9th February 2011</b>	Civil Parking Enforcement - Annual Monitoring Report	Relevant Lead Head of Service
<b>9th February 2011</b>	Performance Report for the services within the Planning, Regeneration, Economic Development and Local Transport Portfolio	Relevant Lead Head(s) of Service
<b>9th February 2011</b>	Portfolio Holder Annual Report – Leadership and Partnerships	
<b>2nd March 2011</b>	Council Flat Communal Cleaning Task and Finish Group – Update on Implementation of Recommendations Stage Two.	Relevant Lead Head of Service
<b>2nd March 2011</b>	Performance Report for the services within the Leisure and Tourism Portfolio	Relevant Lead Head(s) of Service
<b>2nd March 2011</b>	Portfolio Holder Annual Report – Planning, Regeneration, Economic Development and Local Transport	

# Overview and Scrutiny

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<b>23rd March 2011</b>	Performance Report for the services within the Community Safety and Regulatory Services Portfolio	Relevant Lead Head(s) of Service
<b>23rd March 2011</b>	Portfolio Holder Annual Report – Leisure and Tourism	
<b>23rd March 2011</b>	Youth Employment at Redditch Borough Council – Update Report	Relevant Lead Head of Service
<b>13th April 2011</b>	Portfolio Holder Annual Report – Community Safety and Regulatory Services	
<b>13th April 2011</b>	Update on fly tipping and progress with the Worth It campaign	Relevant Lead Head of Service
<b>June 2011</b>	Third Sector Task and Finish Group – Stage Two Update on Responses to the Group's Recommendations	Relevant Lead Head of Service
<b>June 2011</b>	Staff Volunteering Policy – Update	Relevant Lead Head of Service
<b>OTHER ITEMS – DATE NOT FIXED</b>		
	Education Action Plan – Report from the Local Strategic Partnership	Relevant Lead Director
	Economy Action Plan – Report from the Local Strategic Partnership.	Relevant Lead Director



# Overview and Scrutiny

Committee

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	Health Action Plan – Report from the Local Strategic Partnership	Relevant Lead Director
	Dial-a-Ride Task and Finish Review – Final Report	Relevant Lead Head of Service
	Overview and Scrutiny Member Training on Pre-Scrutiny.	Relevant Lead Head of Service
	Options for Public Speaking at Scrutiny Meetings – Officer report	Relevant Lead Head of Service
	Private Sector Home Support Service – Pre-Scrutiny	Relevant Lead Head of Service
	Promoting Redditch – Scoping Document	
	Worcestershire Supporting People Strategy	Relevant Lead Head of Service

