

Executive Committee

Wed 6th Jan
2010
7.00 pm

Committee Room 2
Town Hall
Redditch

REDDITCH BOROUGH COUNCIL

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- 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.
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- 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.
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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
Ivor Westmore
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Welcome to today's meeting.

Guidance for the Public

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.

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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

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).

Executive

Committee

6th January 2010

7.00 pm

Committee Room 2 Town Hall

Agenda

Membership:

Cllrs: C Gandy (Chair) W Hartnett
M Braley (Vice- N Hicks
Chair) C MacMillan
P Anderson M Shurmer
J Brunner
B Clayton

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| 1. Apologies | To receive the apologies of any Member who is unable to attend this meeting. |
| 2. Declarations of Interest | To invite Councillors to declare any interests they may have in items on the agenda. |
| 3. Leader's Announcements | <ol style="list-style-type: none">To give notice of any items for future meetings or for the Forward Plan, including any scheduled for this meeting, but now carried forward or deleted; andany other relevant announcements. <p>(Oral report)</p> |
| 4. Minutes (Pages 1 - 8) Chief Executive | To confirm as a correct record the minutes of the meeting of the Executive Committee held on 2nd December 2009. (Minutes attached) |
| 5. Budget Savings 2010/11 Head of Financial Revenues and Benefit Services | To consider an update on the budget situation in respect of the 2010/11 financial year. (Oral report) All Wards |
| 6. Worcestershire Enhanced Two Tier (WETT) Programme (Pages 9 - 76) Chief Executive | To consider the business cases for Regulatory, Audit and Property Services, produced as part of the Worcestershire Enhanced Two Tier Programme. (Report attached – Detailed Business Cases available in Group Rooms) (No Specific Ward Relevance) |

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| <p>7. Local Development Framework - Office Needs Assessment</p> <p>(Pages 77 - 82)</p> <p>Acting Head of Planning and Building Control</p> | <p>To endorse the Office Needs Assessment which assesses the need to accommodate office requirements in the Town Centre.</p> <p>(Report attached – Appendices available through the internet and in Group Rooms)</p> <p>(No Specific Ward Relevance)</p> |
| <p>8. Water Quality Report</p> <p>(Pages 83 - 88)</p> <p>Head of Legal, Democratic and Property Services</p> | <p>To consider the adoption of a policy in relation to water quality in Council owned and managed buildings.</p> <p>(Report attached – Appendix available through the internet and in Group Rooms)</p> <p>(No Specific Ward Relevance)</p> |
| <p>9. Private Sector Housing Strategy and Action Plan</p> <p>(Pages 89 - 94)</p> <p>Head of Strategy and Partnerships</p> | <p>To seek approval of the draft Private Sector Housing Strategy and Action Plan.</p> <p>(Report attached – Appendices available through the internet and in Group Rooms)</p> <p>All Wards</p> |
| <p>10. Former Covered Market - Initial Options Appraisal</p> <p>(Pages 95 - 100)</p> <p>Head of Legal, Democratic and Property Services</p> | <p>To consider options for use of the former covered market.</p> <p>(Report attached)</p> <p>(Abbey Ward)</p> |
| <p>11. Corporate Sickness Statistics</p> <p>(Pages 101 - 116)</p> <p>Head of Human Resources and Communications</p> | <p>To consider the current sickness statistics for the Council.</p> <p>(Report attached)</p> <p>(No Direct Ward Relevance)</p> |
| <p>12. Overview and Scrutiny Committee</p> <p>(Pages 117 - 126)</p> <p>Chief Executive</p> | <p>To receive the minutes of the meeting of the Overview and Scrutiny Committee held on 25th November 2009.</p> <p>There is one recommendation relating to the Single Equalities Scheme to be considered by the Executive at a later date; otherwise all recommendations have previously been considered.</p> <p>(Minutes attached)</p> |

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| <p>13. Minutes / Referrals - Overview and Scrutiny Committee, Executive Panels, Neighbourhood Groups etc.</p> <p>Chief Executive</p> | <p>To receive and consider any outstanding minutes or referrals from the Overview and Scrutiny Committee, Executive Panels, Neighbourhood Groups, etc. since the last meeting of the Executive Committee, other than as detailed in the items above.</p> |
| <p>14. Advisory Panels - update report</p> <p>(Pages 127 - 130)</p> <p>Chief Executive</p> | <p>To consider, for monitoring / management purposes, an update on the work of the Executive Committee's Advisory Panels and similar bodies, which report via the Executive Committee.</p> <p>(Report attached)</p> |
| <p>15. Action Monitoring</p> <p>(Pages 131 - 134)</p> <p>Chief Executive</p> | <p>To consider an update on the actions arising from previous meetings of the Committee.</p> <p>(Report attached)</p> |
| <p>16. Exclusion of the Public</p> | <p>It may be necessary, in the opinion of the Chief Executive, to consider excluding the public from the meeting in relation to the following items of business on the grounds that exempt information is likely to be divulged. It may be necessary, therefore, to move the following resolution:</p> <p>“that, under S.100 I of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006, the public be excluded from the meeting for the following matter(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, as amended.”</p> <p>Item 17 – Easemore Road – Community House – Options Appraisal</p> |
| <p>17. Easemore Road Site - Consultation with Tenants</p> <p>(Pages 135 - 144)</p> <p>Head of Legal, Democratic and Property Services</p> | <p>To advise Members of the status of premises and to consider consultation on its future use.</p> <p>(Report attached)</p> <p>(Abbey Ward)</p> |

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6th January 2010

18. Confidential Minutes / Referrals (if any)

To consider confidential matters not dealt with earlier in the evening and not separately listed below (if any).



Executive

Committee

2nd December 2009

MINUTES

Present:

Councillor Carole Gandy (Chair), Councillor Michael Braley (Vice-Chair) and Councillors P Anderson, B Clayton, W Hartnett, N Hicks, C MacMillan and M Shurmer

Also Present:

Councillors Banks, Enderby, R King, Pearce, M Collins (Vice-Chairman, Standards Committee) and Inspector Joseph (West Mercia Police)

Officers:

J Bayley, D Riley, S Hanley, S Mullins, A Marklew, A Baldwin and T Kristunas

Committee Services Officer:

I Westmore

186. APOLOGIES

Apologies for absence were received on behalf of Councillor Brunner.

187. DECLARATIONS OF INTEREST

There were no declarations of interest.

188. LEADER'S ANNOUNCEMENTS

The Chair advised that the following item of business, attached as Item 5 to the agenda for that evening's meeting, be deferred and re-scheduled to a later meeting:

- Single Equalities Scheme.

She also advised that she had accepted the following matters as Urgent Business:

Item 4 – Neighbourhood Groups Task and Finish Group Recommendations;

.....
Chair

Item 6 – Annual Monitoring Report 2008/09;

Item 7 - Council Tax and Business Rate Recovery Policy; and

Item 8 – Procurement Strategy and Corporate Procedure Rules.

**189. NEIGHBOURHOOD GROUPS TASK AND FINISH GROUP
RECOMMENDATIONS**

Councillor Banks and other members of the Neighbourhood Groups Task and Finish Group attended the meeting to present their report. Councillor Banks stated that the Group had come to the conclusion that the Neighbourhood Groups should be discontinued because all the evidence that had been gathered indicated that they were no longer fit for purpose. Instead, it was suggested that the actions being recommended would enhance the Council's ability to communicate and consult with residents effectively both today and into the future.

The low attendance figures and high costs of the Neighbourhood Groups, as well as feedback indicating the Neighbourhood Groups were not effective, had convinced the Group that they should be discontinued. The Group proposed that re-launched Police and Community Together (PACT) meetings would ensure that the Council continued to provide an opportunity for face to face contact at public meetings. It was stressed, however, that PACT involved other face to face contact such as Street Briefings. Importantly, residents expressed support for PACT because they felt it was a constructive process.

The meeting was informed that increasingly there were developments which offered new consultation opportunities. The Council was encouraged to take advantage of new opportunities as and when they arose. A number were highlighted, including Facebook, FixMyStreet, Councillor Calls for Action, Citizens Panels, road shows and Environment Visual Audits

In conclusion, the Group stated that its recommendations would help to improve the Council's ability to inform, engage and consult with local residents and demonstrate the Council's commitment to partnership working.

Inspector Ian Joseph of West Mercia Police advised the Committee of the views of his service on the strengths of the PACT process and the advantages of bringing all Partners together under that banner. The Police were quite clear that PACT was the method by which they could most effectively communicate with the community. It was acknowledged that the Council and Police might have slightly different aims for their interactions with the community but the

benefit of being able to respond positively to the needs of local residents was emphasised. Several challenges still existed and the PACT process was in a continual state of evolution. Inspector Joseph added that his role now was as much about increasing levels of satisfaction and confidence across the community as about crime levels and the solving of crimes.

The Committee asked questions of the Group and Inspector Joseph. A number of minor amendments to the recommendations were proposed and accepted. It was agreed that the re-launched PACT meetings should not be provided with budgets to be spent at the discretion of the Groups as, previously, the Neighbourhood Groups were not considered to have been an effective means of disbursing Council funds. Instead, it was agreed that suitable funds be provided to allow for the organisation of ad hoc meetings in localities as considered appropriate.

Councillor Banks stated that the present recommendations represented the start of a number of processes and that any savings or re-allocation of funds would be dependent on the outcomes of further detailed discussion over what was to replace the Neighbourhood Groups in their current form.

RECOMMENDED that

- 1) the Neighbourhood Groups are not now fit for purpose and should be discontinued in their present form;**
- 2) following consultation with the Police, the Partners and Communities Together (PACT) group meetings should be re-launched and delivered as an equal partnership arrangement;**
 - a) Redditch Borough Council should work with the Police and other local agencies participating in Partners and communities Together (PACT) to agree funding and administration for PACT meetings;**
 - b) a protocol should be jointly developed outlining the roles and responsibilities of all agencies in the re-launched Partners and Communities Together Groups;**
 - c) the Chairs of all Partners and Communities Together meetings should be independent members of the community;**

- d) **promotion of the re-launched Partners and Communities Together (PACT) meetings should be appropriately targeted towards clarifying the meaning of the new arrangements for residents living in areas where PACT and Neighbourhood Group meetings currently only take place on the same night;**
 - e) **the existing Neighbourhood Groups Hire of Premises budget (0630 3551) be retained and made available for the re-launched Partners and Communities Together groups to be spent as considered appropriate for the arrangement of ad hoc meetings;**
- 3) **to supplement the new arrangements a further variety of methods that will enable Redditch Borough Council to inform and consult more effectively with local residents should be considered;**

these alternative methods should include the following:

- a) **subject to a successful revenue bid, the Council should publish quarterly editions of Redditch Matters during the year to inform residents about local public services, activities and Council business;**
- b) **Redditch Borough Council should continue to host road shows throughout the Borough;**
- c) **Redditch Borough Council should embrace the Worcestershire Viewpoint Citizens Panel and use every opportunity to work with the Panel to consult with residents over local issues;**
- d) **the Council should promote web based systems, such as the Worcestershire Hub and FixMyStreet, that can be utilised to resolve residents' individual issues;**
- e) **social networking should be used by the Council to inform and consult with residents in appropriate circumstances;**
- f) **the use of Councillor Calls for Action be promoted in order to be used to resolve local neighbourhood issues;**

- g) more effort should be made by the Council to advertise the fact that residents should resolve individual issues through direct contact with Councillors, Officers and the One-Stop-Shops;
 - h) the Council should work in equal partnership with the Police and other local agencies to advertise Street Briefings and Environment Visual Audits to local residents;
- 4) Redditch Borough Council should continue to seek ways to better engage and consult with a more diverse range of residents;
 - 5) the Council should have a robust monitoring system in place to assess the effectiveness of each of the mechanisms used to inform, engage and consult with local residents;
 - 6) the Community Forum and similar groups which engage and consult with local residents should report to the Executive Committee;
 - 7) the Council should have a central electronic database which would be used for the purposes of consultation with key partners in the Borough; and
 - 8) the February round of Neighbourhood Groups be the last in their current format; and that the intention is to re-launch the revised Partners and Communities Together (PACT) meetings from the beginning of the new municipal year.

190. SINGLE EQUALITIES SCHEME

This item was deferred.

191. ANNUAL MONITORING REPORT (AMR) - APRIL 2008 TO MARCH 2009

The Committee received the fifth Annual Monitoring Report (AMR) which, when endorsed, was to be submitted to the Government Office for the West Midlands (GOWM). Officers explained that the document was a factual report produced for monitoring purposes. Members were asked to agree that future AMRs be submitted to GOWM by Officers subject to their being no policy implications arising from the report.

It was reported that the AMR met all three of the requirements as set out in Regulation 48 of the Town and Country Planning (Local Development) (England) Regulations 2004.

Officers informed the Committee that the delay in the preparation of the Core Strategy had been as a result of an extended period of public consultation imposed externally and that this had been noted and accepted by GOWM.

RESOLVED that

- 1) **the Annual Monitoring Report 2008/90 (as attached at Appendix A to the report to the Committee) be approved for submission to the Government Office for the West Midlands and for subsequent publication; and**
- 2) **from the 2009/10 Annual Monitoring Report period onwards, Officers submit the Annual Monitoring Report subject to there being no indications that policies need to be reviewed.**

192. COUNCIL TAX AND BUSINESS RATE RECOVERY POLICY

A report was considered that set out a proposed policy and procedures for the recovery of Council Tax and Non-Domestic Rates. A second matter that Members were asked to consider was approval of the use of "second referral" bailiffs in appropriate cases.

Members were reassured that consultation had been undertaken with groups representing the views of debtors and that the second referral bailiffs that the Council were looking to engage complied with the authority's standards in the same way as the Council's existing contractor. It was explained that the second referral bailiff would operate in essentially the same manner as the first but that the engagement of a second firm was considered worthwhile inasmuch as it focussed the main contractor on their performance.

RECOMMENDED that

- 1) **the Council Tax and Non-Domestic Rates Recovery Policy attached at Appendix 1 to the report to the Committee be approved; and**

RESOLVED that

- 2) **the use of a second referral bailiff company to take action in the cases determined in accordance with the Council Tax and Non-Domestic Rates Recovery Policy be approved.**

193. PROCUREMENT STRATEGY AND CORPORATE PROCEDURE RULES

The Committee considered a draft Procurement Strategy. Members were informed that the Strategy would set out a clear framework for procurement and increase the effectiveness of the whole procurement process. The main aims were:

- to allow the Council to pay less for what it currently bought;
- to allow the Council to buy more for the same price or a lower price; and
- to improve the Council's procurement practices.

There was some discussion as to the importance placed upon whole life costs within the Strategy. Officers confirmed that an appropriate amount of weight would be given to whole life costs but the point was made that it was just one tool amongst others that allowed the correct procurement decisions to be made.

The impact of the shared services agenda on the Strategy was also considered. Officers stated that the Strategy under consideration was a Redditch Borough Council document but that consultation over harmonisation with Bromsgrove District Council would take place at some point in the future.

RECOMMENDED that

- 1) **the draft Procurement Strategy for 2009-2012 attached at Appendix 1 to the report to the Committee be adopted; and**
- 2) **the draft Contract Procedure Rules attached at Appendix 2 to the report to the Committee be adopted.**

194. MINUTES / REFERRALS - OVERVIEW AND SCRUTINY COMMITTEE, EXECUTIVE PANELS, NEIGHBOURHOOD GROUPS ETC.

There were no minutes or referrals under this item.

The Meeting commenced at 7.00 pm
and closed at 8.52 pm

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Chair

Executive Committee

No Direct Ward Relevance

6th January 2010

WORCESTERSHIRE ENHANCED TWO TIER PROGRAMME

(Report of the Chief Executive)

1. Summary of Proposals

This report seeks agreement in principle for the detailed business cases for the Worcestershire Enhanced Two Tier Programme ('WETT') and approval to allow the business cases to be further progressed and presented to full Council during January 2010 for final Member decision.

2. Recommendations

The Committee is asked to **RECOMMEND** that

- 1) **the two tier and joint working proposals for Property Services, Regulatory Services and Internal Audit presented within the Worcestershire Enhanced Two Tier detailed business cases referenced in this report be supported in principle, to allow the business cases to be progressed for Members to consider these proposals for final decision at full Council in January 2010.**

AND

Subject to the agreement of the relevant councils out of Worcestershire County Council and the Worcestershire District Councils, namely Worcester City, Bromsgrove District, Redditch Borough, Malvern Hills District, Wychavon District and Wyre Forest District Councils:

A. UNIFIED REGULATORY SERVICES

- 2) **a unified Regulatory Service for the Worcestershire Councils, jointly hosted by Bromsgrove and Redditch Councils (with Bromsgrove District Council as the employing authority), be established from 1st June 2010 under the auspices of a Joint Committee, on the basis set out in the Regulatory Service Detailed Business Case V10, Part 1 & Part 2 (Rev.1) and supported by the Regulatory Services, Detailed Business Case Executive Summary V3.2 at 'Appendix A' to this report;**

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- 3) this Council's functions in relation to Environmental Health and Licensing Services (so far as permissible in law) be delegated to a Joint Committee in accordance with Section 101 of the Local Government Act 1972 and Section 20 of the Local Government Act 2000 and the Local Authorities (Arrangements for the Discharge of Functions) (England) (Regulations) 2000;
- 4) subject to the agreement in recommendation 1) above being concluded, relevant staff from all Councils which agree to the Regulatory Services business case be transferred to Bromsgrove District Council under TUPE arrangements;
- 5) the financial arrangements for the new service as set out in the Detailed Business Case V10 be approved in principle allowing the business case documentation to be presented to the full Council in January 2010 for final ratification and recommended to each participating authority as the basis for Regulatory budgets;
- 6) the Head of Legal, Democratic and Property Services be requested to draft consequent changes to the Council's Constitution to reflect the Shared Services arrangements, establishment of the new Joint Committee

B. PROPERTY SERVICES

- 7) a Shared Property Service, hosted by Worcestershire County Council, on the basis set out in the Property Services Detailed Business Case V6 and the supporting Detailed Business Case Executive Summary V1 at 'Appendix B' to this report be established;
- 8) the transfer of staff to Worcestershire County Council as service provider be approved on the terms proposed from the Commencement Date;
- 9) Authority be delegated to the Head of Legal, Democratic & Property Services to enter into a service level agreement on the basis set out in the Property Services Detailed Business Case V6 and supporting Property Services Detailed Business Case V1 (Appendix B), as amended to reflect any final agreement made between the Partner authorities, be approved;

C. INTERNAL AUDIT SERVICES

- 10) a Shared Internal Audit Service (hosted by Worcester City Council) on the basis set out in the Internal Audit, Detailed Business Case V10 and the supporting Detailed Business Case Executive Summary V2 at 'Appendix C' to this report be established;
- 11) the transfer of staff to Worcester City Council as service provider be agreed in principle, on the terms proposed, from the Commencement Date;
- 12) Authority be delegated to the Head of Legal, Democratic & Property Services to enter into a service level agreement on the basis set out in the Internal Audit Detailed Business Case V10 and supporting Internal Audit Detailed Business Case V2 (Appendix B), as amended to reflect any final agreement made between the Partner authorities;

TIMELINE AND RECRUITMENT

- 13) the timeline proposed at 'Appendix D' to the report, which details the order and dates for each consultation period and decision point in relation to the detailed business case development for Internal Audit, Property and Regulatory Services, be supported.
- 14) Agrees to the creation of and terms of reference for a Joint Appointments Committee comprising one member of each participating Council for the proposed Head of Regulatory Services.

3. Financial, Legal, Policy, Risk and Sustainability ImplicationsFinancial

- 3.1 Financial implications are contained within the report and the attached detailed business cases.

Legal

- 3.2 Under Section 101 of the Local Government Act 1972, the Council has the power to arrange for the discharge of any of its functions by any other local authority. Section 101(5) of the Act allows local authorities to establish joint committees to enable joint discharge of functions. Any such Joint Committee would have to have clear Terms of Reference, agreed by all participating parties, setting out the powers of the Joint Committee.

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3.3 The Licensing Act 2003 amended the Local Government Act 1972, adding section 101(15), the impact of which is that section 101 does not apply to the exercising of any function of a licensing authority under the Licensing Act 2003. The two tier Regulatory Service model described in the detailed business cases V10 therefore proposes to retain the existing licensing committees 'as is'.

3.4 Section 1 of the Local Authorities (Goods and Services) Act 1970 allows a local authority to enter into an agreement with another local authority for the provision of administrative, professional or technical services

Policy

3.5 None.

Risk

3.6 Separate risk registers exist for each business case and any risks arising are from the proposals are identified in the main body of this report.

Sustainability / Environmental / Climate Change

3.7 None.

Report

4. Background

4.1 The Worcestershire Enhanced Two Tier (WETT) programme was created during 2009. This followed the successful bid by the Worcestershire Councils for £350K of funding made available by the Improvement & Efficiency Partnership (IEP), West Midlands. This funding was provided specifically to support the development of two tier, shared working within the region.

4.2 During 2009 Officer teams representing all of the Worcestershire Councils have worked together to produce a number of proposals for two tier, joint working which include key community facing and support service areas e.g. Regulatory Services, Street Scene, Human Resources and Property Services.

4.3 High Level Business Cases were produced in May supporting proposals relating to ten service areas and the Worcestershire Chief Executives and Council Leader panels supported the prioritised development of three of these into detailed business cases i.e. Regulatory, Property and Internal Audit.

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- 4.4 Stakeholder groups such as the County Treasurers and HR Managers have been involved at key stages in challenging and validating the detailed business cases. A Programme Management Group comprising of senior managers from all seven Worcestershire Councils has directly supported the development process.
- 4.5 The proposed detailed business cases were presented to the Worcestershire Chief Executives & Council Leaders Panel during October 2009. Agreement was reached by the participating Partners for each of the three business cases to be taken forward for consideration by the Executive Members of each Council during December 2009.
- 4.6 The report to Council will include detail on the outcomes of the formal consultation with staff and trade unions regarding the business cases.
- 4.7 The WETT programme has been structured in such a way to enable development of the other High Level Business Cases to continue in further phases of prioritised development following the completion of necessary work on the current detailed business cases.

5. Key Issues

Business Case Overview

- 5.1 The current WETT detailed business cases were circulated to all affected staff, the Trade Unions and Elected Members of the participating Worcestershire Councils on the 11th November 2009. This followed initial presentations regarding the business cases to these groups by the WETT programme team during the first two weeks of November.
- 5.2 Each of the detailed business cases for the WETT programme is supported by an Executive Summary document which has been produced to offer a concise representation of the key elements of the broader document e.g. proposed Scope, Finances, Governance, Management & Staffing, Performance, service Transformation, ICT requirements, Implementation approach and Risks.
- 5.3 The Executive Summary documents form part of the appendices of this report and are referenced throughout.
- 5.4 Attached at '**Appendix D**' of this report is the current 'time line' which provides detail on the order of key dates for the consultation and decision making process in relation to the detailed business cases for Regulatory, Property Services and Internal Audit.
- 5.5 Below is a high level overview of the proposals contained within the business case documents. However, Executive Committee is asked

to refer to the appendices of this report when considering the recommendations contained within 'section 1'.

Regulatory Services

- 5.6 The business case proposes that a transformational two tier Regulatory Service be created in Worcestershire that will deliver significant improvement in services for Customers county-wide and benefits for the seven Partner Authorities. This would involve creating a fully integrated Regulatory Services function which will be more effectively focussed on businesses and consumers, with all partners operating within a unified Management Structure.
- 5.7 The proposed service will incorporate the three professional disciplines of Trading Standards, Environmental Health and Licensing, with all Partner service teams operating within a unified management structure. This will allow an integrated team to be created which has the resilience, shared expertise and economies of scale to provide a broad and effective service base for the communities of Worcestershire, while maintaining local responsiveness, choice and identity.
- 5.8 The business case highlights a number of key benefits which can be achieved for Partners through this new approach. For example:
- a) The preferred business model option offers a like-for-like revenue saving of £1.26 million (17.25% reduction on current direct service cost) largely achievable by year 3 however; a £440K saving is achieved in year 2 (2011/12).
 - b) It should be possible to achieve savings in overhead costs in the medium to long term of up to 20% of current internal recharges (approximately £354k).
 - c) It is intended that individual partner performance against the core National Indicators for these Regulatory Services will be maintained as a minimum. This will be followed by a clear focus on raising the performance of all partners to that of the best in Worcestershire.
 - d) The new service will utilise a centralised ICT system, linking directly into the Worcestershire Hub, enabling improved access to services and for our Customers across the region, with opportunity for continuous service improvement.
 - e) This business model will enable Councils to achieve increased resilience, while facing the challenges and changing demands placed on the services, anticipated from Central Government in the medium / long term.

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- f) Improved delivery to Customers - for example, reducing the burden on business by avoiding duplication of inspections.
 - g) Cost reduction through Efficiencies - for example, eliminate duplication, overlap & redundancy in processes & working.
 - h) Economies of scale - for example reduced management/support costs & overheads, rationalisation / re-use of estate and ICT integration.
 - i) Consistent approach in service delivery – for example Policy alignment (customer perception is the key driver – common policy framework will have flexibility to meet local needs, Improvement in compliance and uniform process for "routine" regulatory work (where possible through the Hub).
 - j) Standardised performance, quality, policy & processes – for example , reduction in incidents of failure through efficiency, standardisation of charges and fees and consistent approach to clients.
 - k) Business transformation – for example, shared resources – people, processes & systems, minimise geographic boundaries between services to customer and minimise political boundaries between services to the customer.
- 5.9 Details on the proposed costs and saving per Council Partner can be found at 'Appendix E' of this report which includes an extract from the Regulatory Services detailed business case V10, Finance Appendix F9 – Implementation Approach D proposed partner cash flow forecast.
- 5.10 In addition to the target 17.2% saving against direct expenditure, it is anticipated that a saving of £354k (20%) against indirect (internal recharge) expenditure can be achieved, via self-managed efficiencies at individual authorities.
- 5.11 Capital investment of £1.5 million is needed to achieve the proposed business model, of which £270k is to be potentially grant-funded by Improvement & Efficiency West Midlands and CLG. The business case delivers a return on investment (payback) against net capital expenditure by Year 4 (2013/14).
- 5.12 The aggregate direct gross expenditure on Regulatory Services across the seven County and District Councils in 2009/10 is £7.3 million. The largest component of this direct expenditure is employee costs (76% of aggregate direct costs), representing 165 full time equivalents (FTE).

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- 5.13 The direct expenditure savings under the recommended service model i.e. 'Option 3' shown in the Regulatory Services detailed business case V10 are delivered through a reduction in headcount from 165 to 120 FTE.
- 5.14 Reductions in management are achieved through the removal of duplication in line management, policy development and inter-authority liaison, while reductions in professional, technical and support staff are achieved through structural rationalisation and fundamental service transformation.
- 5.15 Having received legal advice regarding shared service governance, the Regulatory Services Project Team opted to appoint a Joint Committee of elected members to oversee all activity, with the seven authorities having delegated decision making and policy approval to that authority from the committee and officers of the joint service. Sections 101 and 102 of the Local Government Act 1972 provide the statutory basis for these proposals.
- 5.16 In essence, the proposal is for a central management structure, reporting to the joint committee. The functions to be undertaken by the shared service include all aspects of licensing, environmental health and trading standards. However, the important caveat to all of the above is that the Licensing Act 2003 amended the Local Government Act 1972, adding section 101(15), the impact of which is that section 101 does not apply to the exercising of any function of a licensing authority under the Licensing Act 2003 (this means that a Licensing Authority cannot delegate its licensing functions to another local authority or to a Joint Committee).
- 5.17 The two tier Regulatory Service model described in the detailed business cases V10 therefore proposes to retain each authority's existing licensing committees to deal with those functions that cannot be delegated to the Joint Committee
- 5.18 Recommendations (A) of this report asks Executive Committee to agree in principle the business case at 'Appendix A' of this report for a two tier Regulatory Service for the six Worcestershire Districts and County Council.
- 5.19 If supported, the Executive Committee is asked to approve the recommendation that the business case be taken forward to the Council meeting in January 2010 for a final decision. The report to Council will include detail on the outcomes of the formal consultation with staff and trade unions regarding the business case.
- 5.20 The service would be operational by 1st June 2010, and would be hosted by Bromsgrove District Council.

Property Services

- 5.21 The proposed business case supports the development of an integrated Property Services function with all participating Council partners operating within a single management structure. This will allow a central team to be created which has the resilience, shared expertise and economies of scale to provide a broad and effective property service base for the communities of Worcestershire.
- 5.22 The business case highlights a number of key benefits which can be achieved for Partners through this new approach, for example:
- Economies of scale:** Rationalisation of estate, combined procurement through combined purchasing power and reduced support costs & overheads;
- Resilience:** Improved capacity – sharing of resources and skills, improve career structure, personal development and ergonomics & improved partnership working;
- Best Services for Local People:** Better position to meet local service user;
- Savings:** Accumulative savings of 15% revenue against existing revenue budgets over 3 years for District Partners. Opportunities for additional savings for the County Council through increasing efficiency over the initial 3 years of the Partnership;
- Increased flexibility and opportunities to optimise resources & staff:** No geographic boundaries between services to customers, no political boundaries between services to customers, shared resources – people, processes, systems & shared allegiance;
- Future proof services:** Protection of Political Sovereignty within 2 Tier (Governance – process 'all decisions will be signed by all relevant authorities');
- Value for Money / Performance:** Partner performance will be sustained during economically challenging Local Government environment, at a reduced cost;
- Continuous improvement at a reduced cost:** Eliminate duplication, overlap & redundancy in processes & working practices, standardised services and quality;
- Consistent approach in service delivery for common problems (asbestos, carbon, energy management):** Uniform processes for common problems (asbestos, carbon & energy management), policy alignment (customer perception is the key driver – common policy framework needs to have flexibility to meet local needs) & improvement in compliance.
- 5.23 The business case proposes that the County Council would provide the entire range of Property Services across the partner authorities under 'service level agreement (SLA)' to participating District Council Partners.

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- 5.24 Section 101 Local Government Act 1972 enables an authority to make arrangements for the discharge of its functions by a committee, sub-committee or officer of the authority or by another authority (sections 19 and 20 Local Government Act 2000 deal with executive functions). Section 1 of the Local Authorities (Goods and Services) Act 1970 allows a local authority to enter into an agreement with another local authority for the provision of administrative, professional or technical services
- 5.25 It is important to stress that the proposed arrangements have been structured as collaboration between the four authorities, with the ability of other Partners e.g. Malvern Hills District Council to join at a later date.
- 5.26 Advice has been sought on the procurement rules which govern these proposals. This has confirmed that, given the fact that each participating authority is proposing to operate this provision through a Service Level Agreement, any adverse procurement risk is minimal.
- 5.27 In practice this means that the County Council's Head of Property Services is carrying out the Property functions contained within the detailed business case on behalf of the other participating authorities and the service level agreement records the terms upon which costs will be shared and the other practical issues which have been documented within the detailed business case V6 for the arrangements.
- 5.28 By combining property functions, it is anticipated that efficiencies through economies of scale will be achieved, benefiting all participating partners and providing a viable response to impending further budget pressures expected over the coming years.
- 5.29 The combined Property Service will contribute to other local government services such as planning, highways, education and the wider sustainability agenda will be enhanced.
- 5.30 The business model will include a core of Property Service functions which would form the initial service portfolio, with opportunities for a broader portfolio as the service is developed and embedded.
- 5.31 Under the Service Level Agreement, each District Council will receive a service to at least the same level as is currently delivered in-house; each District Council will also receive a cumulative saving of 5% against total employee, supplies & services and repairs & maintenance expenditure for each of the first three years of operation of the shared service (15% cumulative saving after three years).
- 5.32 'Table 1' below shows the Indicative savings delivered to District Councils through the proposed shared service:

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| Table 1 – Indicative savings delivered to District Councils | | Current Budget £ | Year 1 £ | Year 2 £ | Year 3 £ |
|--|--|-------------------------|------------------|------------------|------------------|
| Target saving (cumulative): | | N/a | 5% | 10% | 15% |
| Bromsgrove DC | Savings (cumulative) | N/a | (14,000) | (27,000) | (40,000) |
| | Total expenditure (excl facilities) | 269,000 | 255,000 | 242,000 | 229,000 |
| Malvern Hills DC | Savings (cumulative) | N/a | (8,000) | (17,000) | (25,000) |
| | Total expenditure (excl facilities) | 169,000 | 161,000 | 152,000 | 144,000 |
| Redditch BC | Savings (cumulative) | N/a | (62,000) | (124,000) | (187,000) |
| | Total expenditure (excl facilities) | 1,244,000 | 1,182,000 | 1,120,000 | 1,057,000 |
| Worcester City | Savings (cumulative) | N/a | (67,000) | (133,000) | (200,000) |
| | Total expenditure (excl facilities) | 1,331,000 | 1,264,000 | 1,198,000 | 1,131,000 |
| All District Councils | Savings (cumulative) | N/a | (151,000) | (301,000) | (452,000) |
| | Total expenditure (excl facilities) | 3,013,000 | 2,862,000 | 2,712,000 | 2,561,000 |

- 5.33 Facilities-related expenditure will also be included in the scope of the Shared Service, but will be treated as a separate expenditure budget line. While savings are likely to accrue to District Councils from premises-related items, for example through the negotiation of joint contracts for utilities procurement, these savings are not quantified in this business case, but will be allocated to Shared Service partners as they arise. The detailed methodology for savings distribution will be set out in the Service Level Agreement.
- 5.34 It should be noted that there are no fixed savings planned against the County Council's direct expenditure budget as, since 2006/07, total savings of £423,000 have already been delivered by the County Council's Property Services department against staffing budgets. However, under the current model, the County Council will benefit from any savings which are delivered in addition to the agreed levels in Table 1 above.
- 5.35 The business case proposes that Worcestershire County Council will be the host employer under this proposed Property Service. Staff would therefore transfer to the employment of the County Council with effect from 1 April 2010.
- 5.36 **'Recommendations (B)'** of this report asks Executive Committee to agree in principle the business case for Property Services at **'Appendix B'** for a shared Property Service for the Councils of Worcestershire County, Worcester City District, Redditch Borough and Bromsgrove District.
- 5.37 If supported, Executive Committee is asked to approve the recommendation that the business case be taken forward to the Council meeting in January 2010 for a final decision. The report to

Council will include detail on the outcomes with staff and trade unions regarding the business case.

- 5.38 The service would be operational by 1st June 2010, and would be hosted by the County Council.

Internal Audit

- 5.39 This business case supports the development of an integrated Internal Audit function with all participating District Council Partners (scalable for other councils to join at a later date) operating within a single management structure. This will allow a central team to be created which has the resilience, shared expertise and economies of scale to provide a broad and effective service base for the District Councils, hosted by Worcester City Council.
- 5.40 Once the proposed District Partnership has been implemented there will be scope for the County Council and the Districts to review the potential for increased Partnership working.
- 5.41 The Project Team established that Worcester City Council has a substantial Internal Audit team in comparison to the other Districts and is already carrying out work on behalf of Partners (for example, Malvern Hills District Council). The City Council generates 50% of its Internal Audit costs from completing work for other Authorities and this is built into the agreed budget for the Council. It is an organisation which is looking to expand its Internal Audit work or at least maintain its current volume to protect budget commitments.

Resilience – combining the Internal Audit teams will provide the participating authorities with a larger pool of Internal Auditors with a greater breadth of expertise. Availability of staff and skills, developing expertise & Developing new areas of auditing.

Savings – the financial business case delivers ongoing revenue savings of £144,000 per annum (20.1% of direct expenditure) by Year 3 (2012/13).

Staff retention & development – an improved career structure for staff, with increased variety of work and professional development opportunities. Achieve consistent high standards and increased morale and motivation.

Improved support to other Shared Services – streamlined and uniform assurances will be provided to existing and future Shared Services

Increased Quality: Sharing organisational best practice, Increased influence in negotiation – 3rd parties & External Audit, Opportunities for growth (%age of audit plan), Researching best practices, Uniformity of product delivery with robust methodology, Single point of contact for External Audit.

Economies of Scale & Transformational Changes: Overall cost saving.

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Consistency of standards and quality: Standardise services and quality, consistency of audit approach to ensure best practice is applied at all sites: Eliminate duplication and overlap in processes & working practices, best practice audit methodologies, elimination of barriers when working with other 'shared services'.

- 5.42 The model proposed focuses on service excellence and service resilience through building on existing good practice. Delivery of Internal Audit functions through a centralised hosted service provision is considered by the project team members to be well placed to provide a much improved service to each participating partner.
- 5.43 The model also provides opportunities for consistency of standards, quality and audit approach which will feed into Use of Resources Assessments, External Audit opinions and CIPFA Code of Practice compliance.
- 5.44 The Project Team believe that there is potential for savings to be achieved as a result of this shared service relationship. The City Council highlighted the fact that existing savings / income created from current Partnership working would have to be maintained by the City Council as part of agreed Council budget commitments. All additional savings could be shared with Partners as part of the new shared service model, subject to confirmation.
- 5.45 Table 2 below shows the proposed costs (excluding Support Costs) and savings for each Partner which can be achieved through the new service:

Table 2: Proposed Costs of Service by District (excluding Support Costs)

| | Cost 2009/10 | Cost 2010/11 | Cost 2011/12 | Cost 2012/13 |
|------------------------------|-----------------|-----------------|------------------|-------------------|
| Bromsgrove DC | £92,510 | £102,312 | £92,125 | £81,488 |
| Malvern Hills DC | £92,950 | £76,553 | £66,450 | £58,884 |
| Redditch BC | £160,854 | £164,004 | £146,421 | £128,410 |
| Worcester City | £88,047 | £89,956 | £77,735 | £66,668 |
| Wychavon DC | £127,549 | £131,472 | £118,051 | £104,694 |
| Wyre Forest DC | £29,800 | £28,372 | £26,758 | £25,156 |
| Subtotal | £591,710 | £592,670 | £527,540 | £465,299 |
| Saving p.a. | | £960 | (£65,130) | (£62,242) |
| Saving recurring p.a. | | £960 | (£64,170) | (£126,411) |

- 5.46 The proposed service would operate through a service level agreement (SLA) approach. Thereby each authority buys the service from the host under an SLA arrangement.
- 5.47 Section 101 Local Government Act 1972 enables an authority to make arrangements for the discharge of its functions by a committee, sub-committee or officer of the authority or by another

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authority (sections 19 and 20 Local Government Act 2000 deal with executive functions). Section 1 of the Local Authorities (Goods and Services) Act 1970 allows a local authority to enter into an agreement with another local authority for the provision of administrative, professional or technical services

- 5.48 It is important to stress that the proposed arrangements have been structured as collaboration between the five authorities, with the ability of other Partners to join at a later date.
- 5.49 Advice has been sought on the procurement rules which govern these proposals. This has confirmed that, given the fact that each participating authority is proposing to operate this provision through a Service Level Agreement, any adverse procurement risk is minimal.
- 5.50 In practice this means that the City Councils 'Head of Internal Audit' (to be appointed) is carrying out the Internal Audit functions contained within the detailed business case on behalf of the other participating authorities and the service level agreement records the terms upon which costs will be shared and the other practical issues which have been documented within the detailed business case V10 for the arrangements.
- 5.51 Recommendations (C) of this report asks Executive Committee to agree in principle the business case at 'Appendix C' of this report for a shared Internal Audit Service for the Councils of Worcester City District, Redditch Borough, Bromsgrove District, Wychavon District and Malvern Hills District.
- 5.52 If supported, Executive Committee is asked to approve the recommendation that the business case be taken forward to the Council meeting in January 2010 for a final decision. The report to Council will include detail on the outcomes with staff and trade unions regarding the business case.
- 5.53 The service would be operational by 1st June 2010, and would be hosted by Worcester City Council.

6. Other Implications

Asset Management

None.

Community Safety

None.

Human Resources

Formal consultation with affected staff and Trade Unions regarding the WETT detailed business cases commenced on the 10th November 2009 and is scheduled to conclude on the 21st December 2009.

This is the first of three stages of formal consultation relating to the Property, Internal Audit and Regulatory Services proposals. The time line at '**Appendix D**' of this report shows the agreed schedule for the consultation and decision making leading up to the implementation stages for the proposed services.

During the period of consultation, local events will take place at the County & District Councils which will include staff, Member and Trade Union briefings and further consultation.

It is proposed that any comments or views regarding the detailed business case received thus far from staff and Trade Unions will be tabled at each of the Cabinets /Executive Boards, and the full outcomes of formal consultation will also be included along with the report to Council during January 2010.

Social Exclusion

None.

7. **Lessons Learnt**

None Stated.

8. **Background Papers**

Property Services, Detailed Business Case V6.

Internal Audit, Detailed Business Case V10.

Regulatory Services, Detailed Business Case V10, Part 1 (Business Case).

Regulatory Services, Detailed Business Case V10, Part 2 Rev. 1 (Appendices)

9. **Consultation**

- 9.1 The consultation and decision stages involved in taking the detailed business cases forward for Internal Audit, Property and Regulatory Services are illustrated in the time line at '**Appendix D**' of this report.

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- 9.2 If the business case proposals are supported by both the Cabinet and Councils of all participating Council Partners, further consultation will take place with staff and Trade Unions in line with the schedule illustrated in Appendix D.
- 9.3 Detailed implementation plans will be produced prior to launching the proposed new services.

Stakeholder Involvement

- 9.4 A number of key Stakeholder groups have been involved in the development of the WETT programme, the high level & detailed business cases.
- 9.5 Worcestershire Chief Executives and Council Leaders have been established as the WETT Programme Board, providing strategic direction since the initiation of the programme. The programme board have supported the WETT Team throughout the development stages of the business cases and their leadership and decision to support these during October 2009 has allowed proposals to be taken forward to Executive Members for further consideration prior to Council.
- 9.6 County Treasures and HR Managers groups have played a key role in developing, challenging and validating the detailed business cases to ensure that Members are presented with proposals which are robust and 'fit for purpose', offering the best options for the participating Council Partners.
- 9.7 Programme Management Group (PMG), comprising of senior managers representing all seven Worcestershire Councils has provided key leadership and support to the programme and project teams involved in producing the WETT proposals. PMG have ensured that appropriate resources have been sourced and made available to the WETT programme to enable the progress to date to have been made.
- 9.8 Project Teams of Officers representing all Worcestershire Councils have worked hard to develop and produce the detailed business case proposals. What they have undoubtedly achieved is the production of new and innovative service option proposals which offer increased resilience, efficiency, improvement and savings to Partners at a time where Local Government is starting to really feel the negative pressures of the recession.
- 9.9 The detailed business cases highlight how Customers will be involved in the design of the services for implementation and this approach will become the standard for implementing continuous improvement once the services become established.

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10. Author of Report

The author of this report is Kevin Dicks (Executive), who can be contacted on extension 3299 (kevin.dicks@redditchbc.gov.uk) for more information.

11. Appendices

- Appendix A: Regulatory Services, Detailed Business Case Executive Summary V3.2 - Supports Detailed Business Case V10 Part 1 (Business Case) & Part 2 Rev.1 (Appendices)
- Appendix B: Property Services, Detailed Business Case Executive Summary V1 - Supports Detailed Business Case V6
- Appendix C: Internal Audit, Detailed Business Case Executive Summary V2 - Supports Detailed Business Case V10
- Appendix D: WETT Programme Business Case Time Line V4
- Appendix E: Regulatory Services, Proposed partner cash flow forecast - Extract from the Regulatory Services detailed business case V10, Finance Appendix F9 – Implementation Approach D proposed partner cash flow forecast.

Appendix A

Worcestershire Enhanced Two Tier Working

Regulatory Services

Environmental Health, Trading Standards & Licensing



Detailed Business Case

Executive Summary

Version 3.2
November 2009

Worcestershire Two Tier Regulatory Services Detailed Business Case

Executive Summary

This document proposes a transformational two tier Regulatory Service in Worcestershire that will deliver significant improvement in services for Customers county-wide and benefits for the seven Partner Authorities

The vision:

'A fully integrated Regulatory Services function, more effectively focussed on businesses and consumers, with all partners operating within one Management Structure'

Business case Headlines

- This business case is supported by a detailed financial model.
- It proposes the bringing together of 3 professional disciplines from the seven Worcestershire Councils and across two tiers of Local Government, into a unified transformational service provision.
- The preferred business model option offers a like-for-like revenue saving of £1.26 million (17.25% reduction on current direct service cost) largely achievable by year 3 however; a £440K saving is achieved in year 2 (2011/12).
- It should be possible to achieve savings in overhead costs in the medium to long term of up to 20% of current internal recharges (approximately £354k).
- It is intended that individual partner performance against the core National Indicators for these Regulatory Services will be maintained as a minimum. This will be followed by a clear focus on raising the performance of all partners to that of the best in Worcestershire.
- The new service will utilise a centralised ICT system, linking directly into the Worcestershire Hub, enabling improved access to services and for our Customers across the region, with opportunity for continuous service improvement.

- This business model will enable Councils to achieve increased resilience, while facing the challenges and changing demands placed on the services, anticipated from Central Government in the medium / long term.

Outline of the proposal.

The business case has been developed by the Regulatory Services project team which is made up from members of each of the seven Councils across Worcestershire. It builds upon the high level business case which was prepared in May 2009. This was the point at which the Worcestershire Chief Executives & Leaders Panels decided to authorise the creation of a detailed business case to inform a final decision.

This business case supports the development of a fully integrated Regulatory Service incorporating the three professional disciplines of Trading Standards, Environmental Health and Licensing, with all Partner service teams operating within a unified management structure. This will allow an integrated team to be created which has the resilience, shared expertise and economies of scale to provide a broad and effective service base for the communities of Worcestershire, while maintaining local responsiveness, choice and identity.

The proposed model focuses on service delivery by looking from the outside in – on our businesses and customers. Delivery of services through a unified service provision is considered by the project team members to be well placed to provide a much improved service to the end user by providing a central source for all Regulatory Services from a focussed and consistent service team.

This approach will also support the Comprehensive Area Assessments (CAA) in that this model will enable better results to be delivered by providing a more joined up approach to improving outcomes for local people and businesses.

The regulatory regime and culture of this service will be firmly based on the principles developed by Philip Hampton in his March 2005 report to Government “Reducing administrative burdens: effective enforcement and inspection”. It will also provide a more joined up approach to the Worcestershire Local Area Agreement.

This model will contribute to the Local Better Regulation Office (LBRO) objective of “reducing regulatory burdens on businesses”, whilst promoting and protecting the well-being of a modern, vibrant Worcestershire economy but recognising the importance of safeguarding the health, safety, environment and economic wellbeing of its citizens.

By utilising the Worcestershire Hub to deliver a number of the more day to day services directly to the customer, the unified Regulatory Service will be able to deliver an efficient and more effective service to Customers. More complex issues can be prioritised and channelled to more specialist areas of the unified Regulatory Service, such as dealing with air quality issues and fair trading to enhance the environment and economic development of Worcestershire.

It is likely that the already well established regional dimension of Trading Standards will enrich Environmental Health and Licensing services in a unified service structure. Equally the Trading Standards service will benefit from enhanced access to local services and groups such as Small Medium Enterprises and licensing groups.

The key Drivers & Benefits

Ref: 'Section 7' (Drivers for Change) of the WETT Regulatory Services Detailed Business Case V10

From the outset the Worcestershire Chief Executives & Council Leaders have made it clear that any shared service must consider three key principles i.e.;

1. Service Improvement & Increased Efficiency
2. Cost Savings & Return on Investment
3. Centralised Service Delivery

Examples from the business case include:

- **Improved delivery to Customers** e.g. reducing the burden on business by avoiding duplication of inspections.
- **Resilience** e.g. improved capacity –through sharing of resources and ability to absorb financial pressure from Government spending reviews through service unification.
- **Savings** e.g. an accumulative direct cost saving of £1.26 million (approx. 17%) in realised savings between Partners.
- **Cost reduction through Efficiencies** e.g. eliminate duplication, overlap & redundancy in processes & working
- **Economies of scale** e.g. reduced management/support costs & overheads, rationalisation / re-use of estate and ICT integration
- **Consistent approach in service delivery** e.g. Policy alignment (customer perception is the key driver – common policy framework will have flexibility to meet local needs, Improvement in compliance and uniform process for "routine" regulatory work (where possible through the Hub).
- **Standardised performance, quality, policy & processes** e.g. reduction in incidents of failure through efficiency, standardisation of charges and fees and consistent approach to clients
- **Business transformation** e.g. shared resources – people, processes & systems, minimise geographic boundaries between services to customer and minimise political boundaries between services to the customer

Scope

Ref: 'Section 6' (Scope) of the WETT Regulatory Services Detailed Business Case V10

The business case scope will contain the following for Regulatory Services.

Food Standards (labelling and composition) - Food Safety - Health and Safety – Metrology - Animal Health and Welfare (inc Dog Warden Service) – Licensing - Air Quality - LAPPC – Pollution Control - Contaminated Land - Nuisance investigations - Infectious Diseases - Product Safety - Fair Trading / anti rogue trader activities - Under age sales - Consumer & business advice - Environmental packaging - Public Health (burials, drainage, water supplies etc) - Health Promotion - Pest Control

Finances & Cost Savings

Ref: 'Section 11' (Financial Analysis) and 'Financial Appendices (F1 - F11) of the WETT Regulatory Services Detailed Business Case V10

Overview

Detailed financial modelling has been carried out to assess all proposed structural options against the aim of delivering at least a 15% saving against current direct expenditure budgets. Only Option 3 achieves this aim, returning a saving of 17.2% (£1,261,000) against current direct expenditure.

The proposed implementation approach delivers savings of £438,000 (6.0%) in Year 2 (2011/12), rising to £1,202,000 (16.4%) in Year 3 and the full £1,261,000 by Year 5 (2014/15).

Capital investment of £1.5 million is needed to achieve the proposed business model, of which £270k is to be potentially grant-funded by Improvement & Efficiency West Midlands and CLG. The business case delivers a return on investment (payback) against net capital expenditure by Year 4 (2013/14).

In addition to the target 17.2% saving against direct expenditure, it is anticipated that a saving of £354k (20%) against indirect (internal recharge) expenditure can be achieved, via self-managed efficiencies at individual authorities.

Calculation of Future Costs and Savings

The aggregate direct gross expenditure on Regulatory Services across the seven County and District Councils in 2009/10 is £7.3 million. The largest component of this direct expenditure is employee costs (76% of aggregate direct costs), representing 165 full time equivalents (FTE).

The preferred "Option 3" projects an ongoing annual saving of £1,261,000 (17.2%) per annum (Table F1).

| REGULATORY SERVICES – Option 3 Projected Direct Expenditure Savings (Table F1) | Current Expenditure 2009/10 £ | Option 3 £ |
|---|--------------------------------------|-------------------|
| Employee costs | 5,595,000 | 3,981,000 |
| Premises costs | 294,000 | 324,000 |
| Transport costs | 254,000 | 240,000 |
| Supplies & Services costs | 524,000 | 551,000 |
| Other additional costs of Shared Service | 0 | 360,000 |
| Contractor costs | 645,000 | 595,000 |
| TOTAL DIRECT EXPENDITURE | 7,312,000 | 6,051,000 |
| Annual Saving (after implementation period) | | 1,261,000 |
| Percentage Saving | | 17.2% |

The direct expenditure savings under Option 3 are delivered through a reduction in headcount from 165 to 120 FTE. Reductions in management are achieved through the

removal of duplication in line management, policy development and inter-authority liaison, while reductions in professional, technical and support staff are achieved through structural rationalisation and fundamental service transformation.

Non-pay costs have been reduced in those areas where savings are considered to be achievable through improvements in efficiency and procurement, and to reflect lower future headcount.

Specific ongoing additional costs have been included to cover service charges made by the host authority to the shared service (£250,000), ICT licensing and systems maintenance, additional accommodation costs, and increased capacity of the Worcestershire Hub Shared Service.

In addition to the target 17.2% saving against direct expenditure, it is anticipated that a saving of 20% against indirect (internal recharge) expenditure can be achieved, via self-managed efficiencies at individual authorities.

Cash Flow and Return on Investment

Table F4 illustrates the forecast cash flow of Option 3, based on the proposed implementation approach.

Capital investment requirements of £1.5 million in total are largely ICT-related, based on the report of the Mouchel consultancy. Capital costs are to be partially funded by a contribution of capital grant (£270,000) from Improvement & Efficiency West Midlands and CLG.

In order to calculate the payback year, it is assumed that all net revenue savings available after interest financing costs are used to repay capital borrowing in the first instance. The potential revenue impact of capital borrowing is factored into the payback year calculation and is shown separately below, for clarity.

The model shows that payback of capital is achieved in Year 4, with a significant proportion of annual target savings (£1,234k being realised from Year 3 and the full impact of savings (£1,261,000) from Year 5 onwards.

| REGULATORY SERVICES – Implementation Cash Flow (Table F4) | Current 2009/10 £'000 | 2010/11 Year 1 £'000 | 2011/12 Year 2 £'000 | 2012/13 Year 3 £'000 | 2013/14 Year 4 £'000 | 2014/15 Year 5 £'0000 |
|---|--------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|--------------------------------------|
| Base revenue budget expenditure | 7,312 | 7,312 | 7,312 | 7,312 | 7,312 | 7,312 |
| <i>Annual planned (saving)/ additional cost</i> | 0 | 25 | (843) | (1,261) | (1,261) | (1,261) |
| <i>Transitional costs (revenue)</i> | 0 | 741 | 405 | 59 | 49 | 0 |
| Net revenue impact of programme – (saving)/additional cost | 0 | 766 | (438) | (1,202) | (1,212) | (1,261) |
| Total Shared Service revenue budget expenditure | 7,312 | 8,078 | 6,874 | 6,110 | 6,100 | 6,051 |
| Capital expenditure (total £1.5 million) | 0 | 557 | 671 | 275 | 0 | 0 |
| IEWM capital grant (total £0.3 million) | 0 | (150) | (150) | 0 | 0 | 0 |
| PAYBACK ACHIEVED | | | | | Year 4 | |
| Revenue impact of capital borrowing | 0 | 0 | 51 | 117 | 152 | 152 |

Governance

Ref: 'Section 9' & 'Appendix 4' of the WETT Regulatory Services Detailed Business Case V10

In developing governance options the project team received legal advice from Philip Kolvin QC, a Barrister well versed in licensing matters and Peter Keith Lucas QC, an expert on shared service governance in Local Government.

Following this advice the project team opted to appoint a joint committee of elected members to oversee all activity, with the seven authorities having delegated decision making and policy approval to that authority from the committee and officers of the joint service. This option is legally acceptable under sections 101 and 102 of the Local Government Act 1972.

In essence, the proposal is for a central management structure, reporting to the joint committee. The functions to be undertaken by the shared service include all aspects of licensing, environmental health and trading standards and follow the governance decision process shown in 'fig. G1' within the 'Appendix 9' of the WETT Regulatory Services detailed business case V10.

The overall impact of these provisions is that each local authority can delegate its functions to either the proposed joint committee or to the Head of the proposed Service.

The important caveat to all of the above is that the Licensing Act 2003 amended the Local Government Act 1972, adding section 101(15), the impact of which is that section 101 does not apply to the exercising of any function of a licensing authority under the Licensing Act 2003.

There does not appear to be scope to transfer the exercise of the powers outside the authority altogether; however it appears possible to second the appropriate level of resource from the shared service to the individual licensing authorities to undertake the specific licensing functions required by the 2003 Licensing Act. The model therefore proposes to retain the existing licensing committees as is.

The functions under the 2003 and 2005 Acts that must remain with the specific licensing authorities are listed below:

- decision making
- policy adoption
- decision to institute legal proceedings,
- determining an application
- inspecting and licensing taxis
- licensing enforcement

The Hackney Carriage provisions, sex shop licensing, street trading and tattooing regimes under the Local Government (Miscellaneous Provisions) Acts 1976 and 1982 are not subject to the same restrictions and are therefore able to be administered by any joint arrangements.

The decision making process is detailed in **Appendix 4** of the detailed business case V10.

Management & Staffing arrangements

Ref: 'Section 8 (Service Delivery Option Appraisal)' & 'Appendix 2' (Resource Allocation Summary) of the WETT Regulatory Services Detailed Business Case V10

Teams will not all be co-located but will be dispersed across the County occupying existing accommodation used by present teams, with a move for staff to be increasingly home-based over time. Dispersed staff will be supported by new ICT applications capable of supporting mobile and flexible working. The host for the unified service will provide additional accommodation for up to 15 personnel i.e. the core management team and other professional Officers.

The detailed business case is built on three staffing options referred to as options 1, 2 & 3 within 'section 8' of the detailed business case (V10). Option 3 is the preferred option as it delivers the required transformation and savings. The proposed Regulatory employment model suggests an overall reduction in required Officer resources with leaner processes and transformation of service delivery being achieved at managerial, technical and administrative Officer Levels.

Where possible opportunities derived from natural wastage, through turn over and retirement will be taken in order to naturally reduce the surplus staff in an effort to minimise redundancies. Existing employees who are not appointed or transferred to a post in the new Regulatory Services will be considered where possible for re-deployment to a suitable alternative post in the constituent authorities if this practice is agreed by all constituent authorities.

The TUPE transfer to a central host will aim to bring together staff to consistent job descriptions and person specifications, and operate to a central job evaluation scheme. Whilst operational staff will continue to work from different delivery locations they will all be employees of the same host authority.

The priority in terms of initial implementation will be to appoint to the senior management posts within the structure.

It is envisaged that two geographical teams i.e. Business & Customer will operate North and South of the county and will deliver services, whilst a third team (Technical,) would retain responsibility for more specialised county-wide activities that, in the main, have business as the key client group, like Animal Health, Contaminated Land and Legal Metrology.

Licensing is treated as a separate team, integrating all aspects of licensing administration and enforcement from District and County. The project team are aware of the importance that District Elected Members place on their licensing functions and the work of the local committee. Placing the Licensing Manager at the appropriate level in the structure should reflect local member's perception of where licensing should sit, and help to ease any initial concerns that the change process envisaged could erode their ability to influence or have a role in decision making.

Finally, from an operational perspective, the preferred Option 3 service model shows a compact policy and support team for the purpose of providing expertise around issues such as marketing and communications, legal administration, IT systems and data control, and most importantly, policy development. This direct support will fall outside of the remit of the host. This team will also be responsible for linking back to the districts around issues like planning applications.

The specific staffing figures, proposed reductions and associated costs / savings are contained within the Finances and Cost Savings section of this Executive Summary.

Performance

Ref: 'Section 13' (Performance & Workload), 'Appendix 2 (Resource Allocation Summary)' & 'Appendix 5 (Performance & Workload Data) of the WETT Regulatory Services Detailed Business Case V10

Regulatory Reform: Over recent years and through The Hampton Regulatory Reform Principles there has been a significant shift from routine inspections to a more intelligence led and risk based approach that recognises inspections should only be undertaken according to need, and that a wider range of interventions such as training, auditing, mentoring and advisory visits should be used to gain compliance with the wide variety of legislation administered by these services.

By combining environmental health, licensing and trading standards into one integrated, county-wide regulatory service, there will be significant opportunities to improve the overall experience for the wide variety of customers interfacing with the unified service and to improve outcomes for consumers and legitimate businesses. This satisfies the WETT principle of improving performance for our key stakeholders.

Current position: Existing National Indicators against which local authorities are already required to report levels of performance provide a number of proxies;

- **NI14** (Avoidable Contact)
- **NI182** (satisfaction of businesses with regulatory services)
- **NI 183** (fair trading indicator calculated by reference to the number of businesses generating more than 3 complaints annually and the number of VAT registered businesses in the county)
- **NI 184** (compliance of businesses with food requirements)
- **NI190** (Achievement in meeting standards for the control system for Animal Health)

The national Indicators show there are some differences between district partners but spread across a relatively narrow range, supporting the view that there are not major performance differences between Worcestershire Councils.

Service Standards and Performance Measures: It is intended that individual partner performance against these National Indicators will be maintained as a minimum. This will be followed by a clear focus on raising the performance of all partners to that of the best in Worcestershire and will help to address issues of inequality identified in the recent Place Survey. It will also ensure that partners can demonstrate the effective deployment of proposed regulatory resources to provide the optimum community benefit.

It is proposed that services will initially be delivered in accordance with current partner service standards with the aim of migrating as quickly as possible to uniform service standards. This approach may lead to a perception of a reduction in service performance for those Councils where resource levels are such that defined service standards are routinely exceeded because of the relationship between often small team sizes needed to ensure demand in specific service areas is fulfilled. This will be part of achieving greater efficiency in overall service delivery. It will be essential to ensure that this rationale is clearly communicated to customers.

The emergency response protocol operated by Trading Standards in relation to doorstep crime shows that a centralised organisation can be responsive to local needs and our long term aim to retain a presence in both the North and South of the county should mean that such provisions will improve, not diminish.

Included in this work are responses to licensing issues, planning consultations and complaints etc, all of which will be in line with current standards but will be subjected to robust scrutiny as part of the business transformation programme. It is expected that through the adoption of 'LEAN' systems thinking, innovative business transformation and effective use of the HUB, this area of work has the potential to benefit from a significant increase in performance as measured by customer satisfaction.

The increased potential for self service where this is appropriate will both deliver a reduction in unnecessary contacts, resulting in improvements to NI14 (Avoidable Contact) and enhance the opportunities for customers to fulfil their needs more quickly and at a time of their choosing.

Hosting for the new Service

Ref: 'Section 10' (Hosting) & 'Appendix 9' (Report by Mouchel Re: Hosting evaluation) of the WETT Regulatory Services Detailed Business Case V10

The criteria for evaluating the suitability of a potential host for the new two tier Regulatory Service was produced and agreed by the WETT Programme Management Group and approved by the Worcestershire Chief Executives Panel (CEP). The criteria included key measurements e.g. the Councils capacity to support the new service, and had been developed by further enhancing the previous approach to establishing a host for shared service Partnerships in Worcestershire e.g. the shared Revenues and Benefits service.

Wychavon, Worcestershire County and Redditch & Bromsgrove Councils each submitted a completed bid for hosting the Regulatory Service. Following presentations of the non-financial elements of the bids by each Council, the County Council received the most support from the Council group for hosting.

At the request of the Worcestershire Chief Executives Panel, independent external evaluation was sought from a private sector partner who provided their recommendations based on the same criteria, documentation and interviews with the Officers involved from each Council Partner. The final report was produced during September 2009 which concluded that Bromsgrove was the best option for the host of the new Regulatory Service.

Staff will not be co-located but will be dispersed across the County occupying existing accommodation used by present teams, with a move for staff to be increasingly home-based over time. There may be a need for the host to provide additional accommodation for up to 15 personnel. Dispersed staff will be supported by new ICT applications capable of supporting mobile and flexible working. These ICT applications will include telephony. GSX connectivity will be needed to maintain existing access for Trading Standards to police and HMRC.

The host will be expected to support the provision of the following services to support the Regulatory Service:

Accommodation, Administration of Joint Committee, Audit services, Data protection and information security, HR & personnel services, financial services, ICT services and licensing, Insurance, Legal services (excluding criminal litigation), Criminal litigation services, Pensions & Procurement.

Transformation

Ref: 'Section 5' (Transformation) of the WETT Regulatory Services Detailed Business Case V10

The business case for creating a Worcestershire two tier Regulatory Service gives a clearer and stronger focus to the main groups of business and non-business customers of environmental health, trading standards and licensing services. The aim is to meet better the needs of these customer groups by delivering services that are joined up, responsive and more accessible.

The model has been developed to create a transformational shift from the way some of these services are currently delivered to tackle the triple challenges of customer engagement, improved value for money and improved service quality that drives out failure demand.

Customer focused service design: Service redesign will use lean principles to drive through efficiencies and aim to deliver customer outcomes with the least possible bureaucracy, subject to any legal restrictions that may apply.

Customers will be involved in service re-design from initial development of service requirements to post implementation reviews. Ongoing customer feedback will contribute to continuous improvement.

Customer Access: The aim will be to reduce barriers to accessing services by providing access to services across a range of service channels to enable business and non-business customers to access services in a manner, at a time and location that most appropriately suits their needs. In doing this we recognise the importance of 'getting it right first time'.

- Access through Consumer Direct will be maintained for consumer trading standards enquiries. Consumer Direct is already well established with consumers and is funded by central government.
- The new Business Link portal will provide on-line access for licensing/ permit applications. Central government is also funding the new Business Link portal which will meet the requirements of the EU Services Directive in providing a central on-line source for applicants for licenses and permits.
- The existing much valued relationship between local businesses and regulatory professionals will be developed by the creation of formal "relationship management" with each business having a lead regulatory professional as a personal point of contact with local regulatory services.
- In all other cases, customers will access services through the Worcestershire Hub.

Central process and work-flow: Re-designed service delivery will minimise bureaucracy by using the smallest number of distinct processes/ process components necessary to achieve customer need within any legal parameters.

Work-flow tools will be integrated with other systems to ensure end-to-end service delivery and minimise duplication of data storage.

Implementing transformation: Transformational capacity is created within the proposed structure but this is insufficient in itself to deliver the full transformational model described in this business case. The proposed transformation post is in practice a focal point for linking with transformational capacity elsewhere within the Worcestershire local government family, including the WETT programme management team and Worcestershire Hub Shared Service Development Team. This federated approach will ensure that transformational activity is optimised across business strands within the partner organisations.

New ICT approach to Regulatory Services

Ref: 'Section 14' (ICT), 'Appendix 7 (ICT Issues Log)' of the WETT Regulatory Services Detailed Business Case V10

During 2009 the WETT Regulatory Service project received external capital funding from the Department for Communities and Local Government (DCLG) to the sum of £200K. This was allocated specifically to support the development of a central ICT platform for the proposed unified Regulatory Service.

A review of the current system architecture and the options available for developing a central ICT platform for the new service has been completed. Mouchel PLC was commissioned to complete the review during August & September 2009 and their full report can be made available on request.

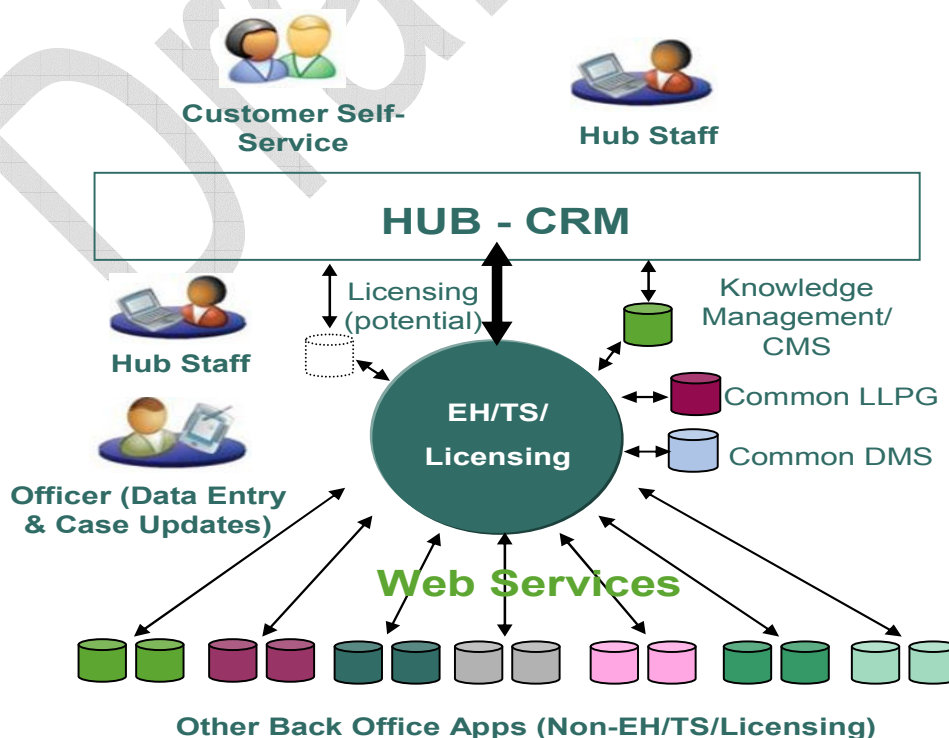
The preferred ICT option for WETT Regulatory Services is to replace all incumbent back-office solutions (Environmental Health, Trading Standards and Licensing) with a central shared solution that will support the combined shared service.

Integration with the Hub customer relationship management system (CRM) will be required to enable Hub staff to view the status of a case should a citizen call the Hub to enquire of progress. Initial data entry by Hub staff or Officers will be through either the CRM or the shared back-office solution.

Integration will be required between the central shared solution and any other Authority Back-Office solutions that currently provide seamless integration (e.g. Housing, Planning, Land Charges etc).

Flexible and remote working / transition issues: The business model assumes that there will be "hot desk" facilities at a number of locations around the County. When the core systems are fully live, these will provide access to systems provided by the host authority.

The proposed ICT architecture for the unified Regulatory Service is shown in the model below



Worcestershire Hub

Ref: 'Section 15' (Worcestershire Hub) & 'Appendix 8 (Worcestershire Hub Data)' of the WETT Regulatory Services Detailed Business Case V10

The Worcestershire Hub will play a key strategic role in the new service model proposed in this business case. It enables a more Customer focussed and streamlined delivery for the unified Regulatory services and will enable a leaner Regulatory staffing structure to operate and perform to its optimum. The Hub is the enabler for Customer access to services across Districts and tiers of Local Government in Worcestershire and is nationally regarded as an exemplar of best practice.

The Regulatory Project Team noted the acknowledgement by the Hub team that the impact of the current recession on demand for Revenues and Benefits services has caused a significantly higher demand on the Hub teams than was originally expected and that this is in the process of being rectified in partnership with the Revenues and Benefits Shared Service.

This business case recommends that the Hub will have specific additional capacity to provide the levels of self service that the proposed business model envisages.

The section below provides some background information and assurances to Stakeholders of this business case that the Hub is a suitable proposal for supporting the transformation of the services outlined in this business case.

In 2008/9 across the Worcestershire Hub, almost 800,000 calls were received. Over 75% of calls were answered within 20 seconds with an average speed of answer of 19 seconds.

- The Worcestershire Hub enables a wide range of council services to be accessed and already includes many Regulatory Services.
- The Worcestershire Hub is the first point of contact for council enquiries made in person and over the phone.
- Customers will be encouraged to "self serve" via the web – including accessing information and advice and licence applications.
- As far as possible (and appropriate), enquiries will be dealt with at the first point of contact. Where enquiries are more complex they will be channelled to the relevant specialist area within Regulatory Services as per an agreed process.
- A robust, single complaints process will be operated.
- A recent move to a single contact centre (for the Worcestershire Hub Shared Service) is driving benefits in standardising performance management, processes and robust disciplines.
- Having a wide range of council services that are accessed via the Worcestershire Hub provides greater focus customers. (1) By better understanding the collective impact of council services on customers, (2) improving communication with customers and (3) joining up services for the benefit of customers rather than just responding to the question asked.
- The systems used by the Hub enable....(1) Robust performance management and control of telephone calls, (2) logging and progressing of enquiries via the CRM, (3) workflow and (4) self service (with developments specific to service). Further system developments are also planned.
- Having clear, single, simplified processes that are customer focused will reduce unnecessary (avoidable) contacts, through (1) standardising the front-end part of the process and customer interface as well as (2) dealing with enquiries as far as possible at the first point of contact, (3) reducing avoidable contact and (4) enabling and encouraging self service will enable service transformation.

Worcestershire Hub: The Worcestershire Hub has provided the initial customer interface for many high demand services since its inception in 2002. As the Hub operation has matured over a period of time, the role of customer advocacy has been adopted which has had a direct influence on the priorities of individual authorities.

There are clear opportunities and benefits for an integrated operation whereby the Worcestershire Hub can deliver a number of Regulatory Service functions to customers and facilitate the design of self service methods of access that will contribute to the transformational change described in the Regulatory Services detailed business case V10

Access to Services: In designing an integrated approach between the Worcestershire Hub and the unified Regulatory Service, there is an opportunity to define transformational changes within the working processes and accessibility options.

The model recognises that:

- The Worcestershire Hub provides customers with a choice of access channels. This sits alongside other methods of access for specific service types;
- Direct contact with specialist officers of the unified Regulatory Service will still be required where a customer/officer relationship has been developed during the course of an on-going enquiry and where the nature of the enquiry requires technical advice and intervention;
- There is a clear need to develop transactional capability that provides customer focussed content so that the web sits as a genuine alternative access channel to other methods of access providing true end-to-end self service;
- Consumer Direct will continue to play a role in providing consumer advice on behalf of Trading Standards;
- As described in Appendix 7 of the business case, a new Business Link portal will provide further on line capability for licensing and permit applications.

Implementation

Ref: 'Section 16' (Implementation Plan) of the WETT Regulatory Services Detailed Business Case V10

The implementation of the new service will follow the phases outlined in the detailed financial profile within the detailed business case document however; it is anticipated that the senior management structure for the new service will be in place for May / June 2010.

Once the Detailed Business Case has been agreed by the participating Councils, a detailed Implementation Plan will be drawn up by the project Group. The plan will cover the following areas and set realistic timescales for completion which can be monitored by the PMG or Joint Committee. Of particular importance will be the need to create a new shared identity and culture for the service with the emphasis being on team building and developing staff.

Governance

1. Agree representation on Joint Committee
2. Establish scheme of delegation
3. Draft Service Level Agreements (SLA)
4. Agree and sign off SLA's
5. Agree Terms of Reference for Joint Committee, including decision making

HR

1. Consultation with Staff and Unions
2. Clarify TUPE and redundancy arrangements
3. Prepare Job Descriptions and Person Specs for HOS and Management posts
4. Agree selection process
5. Appoint Management Team

6. Identify Training and Development needs
7. Allow time to embed the team

Organisational

1. Confirm where management team will be based
2. Finalise operational structure
3. Confirm where teams will be based
4. Confirm with Host Authority support arrangements for shared service
5. Develop job descriptions for shared services staff
6. Arrange Job Evaluations where necessary
7. Redeploy or TUPE staff into new service

Service

1. Map existing processes and service levels
2. Consult with Staff, Members and Customers on service design
3. Agree new service level targets
4. Establish new operational and management processes based on best practise
5. Align policies where appropriate
6. Develop web content and information flow for CRM
7. Embed 'LEAN' principles into service design

ICT

1. Assess how ICT can best be integrated
2. Carry out ICT integration including data transfer
3. Purchase sufficient licenses for staff
4. Train Staff on new system
5. Explore options for home working

Risk

Ref: 'Section 17' (Risk) of the WETT Regulatory Services Detailed Business Case V10

Effective risk management includes early and aggressive risk identification through the collaboration and involvement of relevant stakeholders. Strong leadership across all relevant stakeholders is needed to establish an environment for the free and open disclosure and discussion of risk.

Below are examples of the key risk areas identified by the project group. Further detail around these risks and the associated 'mitigation' plans are contained within Section 17 of the Regulatory Services detailed business case V10

Diversity of new ICT Systems:

Sufficient expertise within the new service associated training needs and the amount of required data cleansing to move to a fully integrated system.

Mitigation: Design migration plan so that training is a key element of the process.
Design new structure to ensure that there is in-house IT database support within the Policy/ Administration team.

Risk 2 - Insufficient investment funding:

Implementation does not go ahead on time due to lack of assumed funding.

Mitigation: Resource and detail all funding opportunities clearly from the very beginning. Design a process that precisely monitors costs and highlights the cost plan at all stages.

Risk 3 -Residual Costs:

Each authority being left with internal costs that require re organisation. Financial impacts not associated with the new service may be incurred.

Mitigation: Costs need to be mapped out and a residual cost plan needs to be managed by each authority. NB: This may lead to significant additional savings to each authority as WETT progresses to other services.

Risk 4 - Level of support from constituent authorities for Regulatory Services will vary due to variations in income:

If income or maintenance funding falls, authorities may wish to contribute less to the shared service.

Mitigation: Agree budgetary contributions on the normal 3 year basis and agree that all income is retained by the individual authorities.

Risk 9 - Governance – democratic deficits (Local Member / Citizen):

Members may not buy into the Shared Service arrangement. Citizens may have concerns over loss of localised provision.

Mitigation: Ensure good communications back to the constituent authorities. If Joint Committee is chosen, have members act as Champions for the new service back at their respective authorities.
Ensure all publicity pushes the joint nature of services.
Build some "localism" back into the operational delivery elements of the structure (need not be existing district basis e.g. North /South, etc.)

Conclusion

1. This business case is supported by a detailed financial model.
2. The financial model shows clear potential for future revenue savings from a shared regulatory service. The extent to which savings are realised is dependent upon both an investment in transformational change and reductions in individual partner internally recharged overhead costs.
3. The speed of delivery of annual revenue savings is determined by the implementation approach adopted. Implementation approach D (refer to detailed business case V10) delivers revenue target savings from the third year and significant savings from the second year onwards
4. Substantial investment is needed to achieve the proposed business model. A return on investment can be achieved within 3 years.
5. Risks are significant if assumptions listed in the Regulatory Services detailed business case V10 are not fulfilled.

Appendix B

**Worcestershire Enhanced Two Tier
Working**

Property Services



Detailed Business Case

Executive Summary

Version 1

November 2009

Worcestershire Two Tier Property Services Detailed Business Case

Executive Summary

This document proposes a District & County Council Partnership for delivering shared Property Services in Worcestershire.

The vision:

County Council as host of a combined Property Service, operating within a single management structure, providing the entire range of Property Services under agreement to District Council Partners, which will enable a more coherent approach to the management of property assets across Worcestershire.

Business case Headlines

- **Economies of scale:** Rationalisation of estate, combined procurement through combined purchasing power and reduced support costs & overheads
- **Resilience:** Improved capacity – sharing of resources and skills
- **Savings:** Accumulative savings of 15% revenue against existing revenue budgets over 3 years i.e. £452K of savings for District Partners. Opportunities for additional savings for the County Council through increasing efficiency over the initial 3 years of the Partnership.
- **Value for Money / Performance:** Partner performance will be sustained during economically challenging Local Government environment, at reduced cost.

Outline of the proposal.

The business case supports the development of an integrated Property Services function with all participating Council partners operating within a single management structure. This will allow a central team to be created which has the resilience, shared expertise and economies of scale to provide a broad and effective property service base for the communities of Worcestershire.

The model proposed focuses on service excellence and service resilience through building on existing good practice. Delivery of property functions through a centralised hosted service provision is considered by the project team members to be well placed to provide a much improved service to each participating partner.

It will provide an integrated coherent approach to strategic asset management and act as a vehicle to follow the recommendations as set out in the Audit Commission's recent publication – 'Room for Improvement'. It will also provide a more joined up approach to the Worcestershire Local Area Agreement themes.

By combining property functions both strategic and operational, it is anticipated that efficiencies through economies of scale will be achieved, benefitting all participating partners and providing a viable response to impending further budget pressures expected over the coming years.

In combining property services its contribution to other local government services such as planning, highways, education and the wider sustainability agenda will be enhanced. The business model will include a core of Property Service functions which would form the initial service portfolio, with opportunities for a broader portfolio as the service is developed and embedded.

The following Councils are contributors to the business case:

- Worcestershire County Council
- Worcester City Council
- Bromsgrove District Council
- Redditch Borough Council
- Malvern Hills District Council

Wyre Forest District Council and Wychavon District Council are not part of this business case at this stage however; they have been involved in the entire programme and have the opportunity to join at a later stage.

From the outset the Chief Executives Panel has made it clear that any shared service must consider three key principles:

- Delivery of service improvements and improved performance for all stakeholders
- Reduced pressure on the budget both overall and for each participating local authority
- Increased resilience to meet the demands placed on the service.

The integration of these services will result in a more coordinated service delivery that will benefit the people and businesses of Worcestershire.

Subject to the approval of this business case, the Shared Service approach for Property Services could become a mentor for further Shared Service initiatives.

The key Drivers & Benefits

Ref: 'Section 7' (Drivers for Change) of the WETT Regulatory Services Detailed Business Case V10

From the outset the Worcestershire Chief Executives & Council Leaders have made it clear that any shared service must consider three key principles i.e.;

1. Service Improvement & Increased Efficiency
2. Cost Savings & Return on Investment
3. Centralised Service Delivery

Examples from the business case include:

Best Services for Local People: Better position to meet local service user needs

Provide central resilience: Improved capacity – sharing of resources and skills, improve career structure, personal development and ergonomics & improved partnership working.

Continuous improvement at a reduced cost: Eliminate duplication, overlap & redundancy in processes & working practices, standardised services and quality.

Economies of scale: Rationalisation of estate, combined procurement, ICT integration & reduced support costs & overheads

Consistent approach in service delivery for common problems (asbestos, carbon, energy management): Uniform processes for common problems (asbestos, carbon & energy management), policy alignment (customer perception is the key driver – common policy framework needs to have flexibility to meet local needs) & improvement in compliance

Increased flexibility and opportunities to share staff: No geographic boundaries between services to customers, no political boundaries between services to customers, shared resources – people, processes, systems & shared allegiance

Future proof services: Protect Political Sovereignty within 2 Tier (Governance – process 'all decisions will be signed by all relevant authorities'), control own destiny

Scope

Ref: 'Section 6' (Scope) of the WETT Property Services Detailed Business Case V6

The overarching scope for this business case is about bringing together the District and County Council Property Services function to deliver an enhanced and robust service to all the customers who currently sit in each authority. The overall intention is to improve customer focus coupled with optimising the less visible elements of the service through simplification, standardisation and sharing.

It was agreed that the scope will contain the following for Property Services.

- Strategic Asset Management advice
- Financial Control
- Estate Management
- General Services
- Capital Improvement Projects
- Premises Management
- Asset Maintenance

Finances & Cost Savings

Ref: 'Section 10' (Finance) and 'Appendix 6' (Financial Data) of the WETT Property Services Detailed Business Case V6

Methodology and Savings Delivery: Governance for the shared Property Service will be through Service Level Agreements between the County Council, as the host, and each of the participant District Councils. It is envisaged that each District Council will bring into the Shared Service its full current Property Service expenditure budget, including all direct employee costs and related supplies and services, as well as repairs and maintenance budgets.

Under the Service Level Agreement, each District Council will receive a service to at least the same level as is currently delivered in-house; each District Council will also receive a cumulative saving of 5% against total employee, supplies & services and repairs & maintenance expenditure for each of the first three years of operation of the shared service (15% cumulative saving after three years).

Facilities-related expenditure will also be included in the scope of the Shared Service, but will be treated as a separate expenditure budget line. While savings are likely to accrue to District Councils from premises-related items, for example through the negotiation of joint contracts for utilities procurement, these savings are not quantified in this business case, but will be allocated to Shared Service partners as they arise. The detailed methodology for savings distribution will be set out in the Service Level Agreement.

Table F1 below sets out the current expenditure budget of each District Council, as provided by the Councils' Finance Departments, at 2009/10 levels.

| Table F1 – Current District Council budgets | Bromsgrove DC £ | Malvern Hills DC £ | Redditch BC £ | Worcester City £ | Total DC Expenditure £ |
|---|------------------------|---------------------------|----------------------|-------------------------|-------------------------------|
| Employee Costs | 147,000 | 93,000 | 597,000 | 396,000 | 1,233,000 |
| Supplies & Services Costs | 4,000 | 4,000 | 35,000 | 77,000 | 120,000 |
| Repairs & Maintenance Budget | 118,000 | 72,000 | 612,000 | 858,000 | 1,660,000 |
| Total Baseline Expenditure for savings calculation | 269,000 | 169,000 | 1,244,000 | 1,331,000 | 3,013,000 |
| | | | | | |
| <i>Facilities-related Expenditure</i> | <i>288,000</i> | <i>241,000</i> | <i>1,325,000</i> | <i>160,000</i> | <i>2,014,000</i> |
| Total Property Service Budgets 2009/10 | 557,000 | 410,000 | 2,569,000 | 1,491,000 | 5,027,000 |

Table F2 shows the level of savings which will accrue to each district. The table demonstrates the achievement of 15% savings by Year 3 based purely on direct expenditure. It should be noted that there is further potential for Districts to increase their savings achieved through reductions in internal support costs (recharges) via self-managed efficiencies. Figures are not modelled in detail in this business case, but it is thought that an additional saving of up to 20% of support costs could be achieved by each District Council.

| Table F2 – Indicative savings delivered to District Councils | | Current Budget £ | Year 1 £ | Year 2 £ | Year 3 £ |
|--|--|------------------|------------------|------------------|------------------|
| Target saving (cumulative): | | N/a | 5% | 10% | 15% |
| Bromsgrove DC | Savings (cumulative) | N/a | (14,000) | (27,000) | (40,000) |
| | Total expenditure (excl facilities) | 269,000 | 255,000 | 242,000 | 229,000 |
| Malvern Hills DC | Savings (cumulative) | N/a | (8,000) | (17,000) | (25,000) |
| | Total expenditure (excl facilities) | 169,000 | 161,000 | 152,000 | 144,000 |
| Redditch BC | Savings (cumulative) | N/a | (62,000) | (124,000) | (187,000) |
| | Total expenditure (excl facilities) | 1,244,000 | 1,182,000 | 1,120,000 | 1,057,000 |
| Worcester City | Savings (cumulative) | N/a | (67,000) | (133,000) | (200,000) |
| | Total expenditure (excl facilities) | 1,331,000 | 1,264,000 | 1,198,000 | 1,131,000 |
| All District Councils | Savings (cumulative) | N/a | (151,000) | (301,000) | (452,000) |
| | Total expenditure (excl facilities) | 3,013,000 | 2,862,000 | 2,712,000 | 2,561,000 |

Savings Realisation: It is envisaged that savings will be realised in three main ways: procurement savings on construction, maintenance and service contracts, savings in agency staff costs, and a minimal level of savings in direct employee costs.

The source of the procurement savings is twofold:

- Reductions in unit costs due to bulk purchasing - the County Council currently manages much larger building maintenance and service contracts than any of the other authorities and, as a result, is able to achieve a lower unit cost. By adding the District Councils' properties to the County contracts, the benefits of these lower unit costs can be extended.
- Reductions in the cost of procuring work - currently each District has to organise its own cyclical maintenance contracts. By adding these building maintenance requirements to the County's current contracts, the unit cost of procuring the service can be reduced.

The business case shows procurement savings being phased in over three years on the assumption that it will be necessary to run down legacy arrangements and contracts before the full benefits of the collective purchasing arrangements can be delivered.

The County Council currently incurs approximately £345,000 per annum in external agency staff costs. By rationalising the staffing structure and redeploying employees within the Shared Service, it is forecast that the majority of these agency staff costs can be eliminated, to deliver savings of £275,000 after three years. In addition to savings on agency staff, it is also envisaged that rationalisation of the staffing structure will enable some level of savings in direct employee costs from the second year of operation.

Table F3 below shows the detail of how savings are forecast to be realised:

| Table F3 – Savings Realisation | | Year 1 | Year 2 | Year 3 |
|---------------------------------------|-------------------|------------------|------------------|------------------|
| | | £ | £ | £ |
| Procurement savings | Annual | (100,000) | (60,000) | (60,000) |
| | Cumulative | (100,000) | (160,000) | (220,000) |
| Agency staff savings | Annual | (75,000) | (100,000) | (100,000) |
| | Cumulative | (75,000) | (175,000) | (275,000) |
| Employee savings | Annual | 0 | (50,000) | (50,000) |
| | Cumulative | 0 | (50,000) | (100,000) |
| Total savings | Annual | (175,000) | (210,000) | (210,000) |
| | Cumulative | (175,000) | (385,000) | (595,000) |

Funding of Shared Service: Additional support costs for Worcestershire County Council as the host of the Shared Service have been forecast, based on 48 additional employees (FTE rate), and a workspace occupancy rate of 65%. Costs have been allowed for accommodation, ICT recharges and Human Resources recharges. It is assumed that legal support costs will be retained by individual councils. Additional costs have been phased in over the three year implementation programme.

It should be noted that there are no fixed savings planned against the County Council's direct expenditure budget as, since 2006/07, total savings of £423,000 have already been delivered by the County Council's Property Services department against staffing budgets. However, under the current model, the County Council will benefit from any savings which are delivered in addition to the agreed levels in Table F2 above.

The following table (F4) indicates how the Shared Service is to be funded, based on a model of fixed savings delivery to District Councils. It should be noted that under this model, the risk of non-delivery of savings lies with the County Council, as District Council savings would be delivered at a fixed level under the Service Level Agreement. The indicative model below shows a £6,000 deficit on the Shared Service in Year 1, during implementation, which it is assumed can be absorbed by the County Council. By Year 3, the model shows that net savings of £475,000 can be achieved, of which £452,000 will be allocated to districts, leaving a small annual surplus of £23,000.

| Table F4 – Funding of Shared Service | Current | Year 1 | Year 2 | Year 3 |
|---|------------------|------------------|------------------|------------------|
| | £ | £ | £ | £ |
| Total savings (cumulative) | N/a | (175,000) | (385,000) | (595,000) |
| Total additional costs (cumulative) | N/a | 30,000 | 70,000 | 120,000 |
| Net savings | N/a | (145,000) | (315,000) | (475,000) |
| Total cost of service (excluding premises) | 9,969,000 | 9,824,000 | 9,654,000 | 9,494,000 |
| | | | | |
| Funding from Districts (see Table F2) | 3,013,000 | 2,862,000 | 2,712,000 | 2,561,000 |
| County budget | 6,956,000 | 6,956,000 | 6,956,000 | 6,956,000 |
| Total funding available | 9,969,000 | 9,818,000 | 9,668,000 | 9,517,000 |

| | | | | |
|--|----------|--------------|-----------------|-----------------|
| | | | | |
| Deficit/(Surplus) on Shared Service | 0 | 6,000 | (14,000) | (23,000) |

Governance

Ref: 'Section 9' of the WETT Property Services Detailed Business Case V6

The project group have discussed two clear governance options that could be in place for a Property Shared Service.

Option 1: Direct management by Worcestershire County Council on behalf of all. Thereby each authority buys the service from the host under an SLA arrangement; however there is a performance board in place to manage performance on quarterly basis.

Option 2: Appointing a joint committee of elected members to oversee all activity with the participating authorities delegating decision making and policy approval to the committee and officers of the joint service.

The group have recommended Option 1 for the shared Property Service.

Service Managed by SLA vs Joint Committee

The table below outlines the positive and negative aspects of options 1 & 2 for the management/ oversight of the proposed shared service.

| SLA Managed Service vs Joint Committee | | | |
|--|---|---|---|
| SLA Approach (Option 1) | | Joint Committee (Option 2) | |
| Advantage | Disadvantage | Advantage | Disadvantage |
| Robust and Flexible SLA | Members perceive lack of political influence | Ensures political link back to constituent authorities. No democratic deficit | Bureaucracy around organising committees & associated costs |
| Able to agree clear output levels for some aspects of work. | Members may feel that they do not have enough influence on the host authority | Decision making based in one area | Lose the benefit of economies of scale and stream lining the services by not adopting the host authorities scheme of delegation |
| Can agree some specifics of local provisions through SLA | | | May not take into account variations in property functions across the participating councils. |
| Members can generally get involved in performance management of service on output. Oversee and influence | | | Timescales for making commercial decision may be affected |
| | | | May tend towards standardisation of service provision. |

Management & Staffing arrangements

Ref: 'Section 11' (HR) & 'Section 8 (Option Appraisal)' of the WETT Property Services Detailed Business Case V6

Central to the realisation of a combined Property Services function is the effective retention, management and development of the workforce.

Partners will treat this as a TUPE situation and the transfer of staff will be as it would be in a TUPE situation. This approach was pursued under the Hub Shared Service arrangements, and both County and District Councils have experience and understanding of the process involved.

It has already been provisionally agreed that Worcestershire County Council will be the host employer under this proposed Property Service. Staff will therefore transfer to the employment of the County Council with effect from 1 April 2010.

In order to realise the key objectives outlined above in this paper, some redesign of service delivery will be necessary following the transfer. Service integration will be primarily achieved in the following way:

- 1) At the date of transfer, those staff within scope will transfer to Worcestershire County Council as the host employer on their existing job descriptions and terms and conditions of service under TUPE. It is anticipated that the effective date of transfer will be 1 April 2010.
- 2) In line with the business plan and key objectives and in order for the new service to become fully integrated it is envisaged that the service will be delivered in a significantly different way going forward. To achieve this there will be a requirement to restructure the workforce in order to deliver a more streamlined and efficient service. This may involve substantial changes to duties and responsibilities of much of the workforce and may lead to staff reductions. A proposed new staffing structure will be developed with appropriate job descriptions. This will be supported by a protocol which will agree the process for appointing and assimilating staff to the new structure. It is proposed that posts within the new structure would fall under a single set of terms and conditions of service i.e. those of Worcestershire County Council. All of the above will be subject to collective and individual consultation with staff and unions as applicable, and following required notice arrangements.
- 3) Future costs will be agreed via legal agreement between the relevant parties to ensure costs are shared proportionately in relation to any redundancy liabilities and any subsequent claims associated with achieving the new structure and service integration.

Performance

Ref: 'Section 12' (Performance & Workload), 'Appendix 4 (Performance & Workload Data)' of the WETT Property Services Detailed Business Case V6

Appendix 4 shows the main property measurements in order to briefly describe the combined portfolios of the five councils and the scale of organisation the County will become to manage that portfolio. These figures may be taken as a guide as each authority formulates their own data and sometimes follows different methodology.

The combined asset valuation of the portfolio is £968 million made up of £922 million operational buildings and £46 million non operational, which are income generating properties rather than service delivery facilities.

The type of operational buildings held by the County is significantly different from that of the Districts, due largely to its education function (i.e. 241 schools). This variety in the portfolio requires an understanding of the different clients needs. Different levels of professional expertise and experience as well as expenditure on, for example, listed buildings, require careful management.

Non Operational buildings however show an even more disparate variation of types and here the Districts hold much more value (actually and proportionally) than the County. The Districts hold a large portfolio of holdings of £32m, which are a vital income source.

The Property Performance Indicators are recognised industry standard measures but are subjective. In simple terms the more properties in the higher conditions of A and B should relate to a lower total maintenance backlog estimated cost and an appropriate level of maintenance to keep those buildings there. This is a subjective analysis but shows that the County's portfolio is in better condition and therefore has a reduced backlog liability. The Districts have less in good condition and a higher proportionate backlog. There are however significant differences in approach to maintenance spend which is both policy and portfolio driven as the type of building may require significantly different approaches to maintenance i.e. at the two extremes - new build and historic listed buildings.

Levels of capital (£71 million compared to £2.3m) and revenue repair & maintenance expenditure are also significantly different as the County currently has a large Building Schools for the Future initiative.

These various factors affect the staffing levels and officer expertise contained in each organisation. The County has a higher proportion of designers for the major capital programme works and Districts concentrate on maintenance and estate management staff. There is a risk for each District that they will not be able to afford the same enhanced property service as that of the County. Therefore the individual Service Level Agreements need to match staff and building funding with appropriate service aspirations to avoid conflict with actual performance.

Transformation

Ref: 'Section 5' (Transformation) of the WETT Property Services Detailed Business Case V6

The participating Councils each vary in the way in which they deliver property services. By bringing together Property Service functions under a single management structure it will be possible to provide a more coherent and consistent approach to the management of property assets across Worcestershire.

Once the model is in place the new Property Service will be able to transform service provision by providing a more comprehensive and co-ordinated service in the following areas: procurement, rationalisation of staff and structures, rationalisation of estate, and joined-up thinking and other stakeholder sector opportunities. Once the procurement model and rationalisation of staff and structures have been initiated the more robust transformational change will be possible by rationalising the combined estate to achieve capital and revenues savings and pursue a more collaborative joined up thinking approach with the 3rd sector and other stakeholders to achieve a genuine lean thinking approach to assets and the way services are delivered across Worcestershire.

In order for this business case to deliver transformational change and efficiency it is important to adhere to challenging timescales which are detailed below:

Procurement: The collaborative procurement initiative will be in place from the 1st April 2010 and will be delivering initial savings by 31st March 2011. Please refer to section 10 - Financial Analysis of the detailed business case.

Rationalisation of staff and structures & working practices: The process will begin on the 1st April 2010. In the first year the host council will align and rationalise staff structures to the broad model of the host Council. Phased savings will be realised commencing from the 1st April 2011 to the 31st March 2013.

Rationalisation of estate: There may be some quick wins through easily identified early disposals and minor rationalisation, however it is envisaged that the majority of capital receipts and revenue savings will be captured after 1st April 2013 onwards.

Joined up thinking, 3rd sector opportunities and other stakeholders: This will be on the agenda from 1st April 2010 as a national challenge and will impact on all of the above elements of transformational change.

ICT

Ref: 'Section 13' (ICT) & 'Appendix 7 (ICT Issues Log)' of the WETT Property Services Detailed Business Case V6

The Business Case assumes that the County will host this service. County's Property Service is planning to modernise its core systems, both to reflect current requirements and to enable further transformation of the service and deliver internal efficiencies.

In light of the Shared Service proposal, the project to update this system has been broadened to include the additional requirements that would arise from providing property services to a range of district council customers.

On that basis, it is not anticipated that there will be any significant ICT application development costs to be borne by this project.

Flexible and remote working / transition: The business model assumes that there will be "hot desk" facilities at a number of locations around the County. When the core systems are fully live, these will provide access to systems provided by the host authority.

During the transition phase, it is anticipated that staff at any one location will need access to systems located at other locations.

The business model assumes that there will be "hot desk" facilities at a number of locations around the County. Staff at any one location will need access to systems located at other locations. This will put an additional strain on the capacity and resilience of the authorities' ICT networks, and the links between them.

Following discussions between the various ICT Managers, an approach has been agreed to fund additional county wide network capacity from existing budgets. The County Council will meet the capital cost as part of its forthcoming infrastructure upgrade. Revenue costs will be shared amongst the partners. It is anticipated that the additional revenue costs for districts will be offset by equivalent savings from existing network links.

It is not anticipated that there will be any investment needed with regard to telephony requirements specifically for the Property Service. However, it is worth noting that a significant increase in flexible working arrangements will at some stage put a strain on telephony facilities across the WETT partnership.

Appendix 7 of the Property Services detailed business case sets out a log of potential ICT issues.

Implementation

Ref: 'Section 14' (Implementation Plan) of the WETT Property Services Detailed Business Case V6

Once the Detailed Business Case has been agreed by the participating Councils, a detailed Implementation Plan will be drawn up by the project Group.

The plan will cover the following key issues and set realistic timescales for completion which can be monitored by the PMG or Joint Committee. Of particular importance will be the need to create a new shared identity and culture for the service with the emphasis being on team building and developing staff.

Governance

1. Agree representation on SLA Managed Service
2. Establish scheme of delegation which fits in with the districts
3. Draft SLA's
4. Agree and sign off SLA's

HR

1. Consultation with Staff and Unions
2. Clarify TUPE and redundancy arrangements
3. Identify Training and Development needs
4. Allow time to embed the team

Organisational

1. Finalise operational structure
2. Confirm where teams will be based
3. Confirm with Host Authority support arrangements for shared service
4. Develop job descriptions for shared services staff
5. Arrange Job Evaluations where necessary
6. Redeploy or TUPE staff into new service

Service

1. Map existing processes and service levels
2. Consult with Staff, Members and Customers on service design
3. Agree new service level targets
4. Establish new operational and management processes based on best practise
5. Align policies where appropriate
6. Embed 'LEAN' principles into service design

ICT

1. Assess how ICT can best be integrated
2. Carry out ICT integration including data transfer
3. Purchase sufficient licenses for staff
4. Train Staff on new system
5. Explore options for home working

Risk

Ref: 'Section 15' (Risks) of the WETT Property Services Detailed Business Case V6

Effective risk management includes early and aggressive risk identification through the collaboration and involvement of relevant stakeholders. Strong leadership across all relevant stakeholders is needed to establish an environment for the free and open disclosure and discussion of risk.

Below are examples of the key risk areas identified by the project group. Further detail around these risks and the associated 'mitigation' plans are contained within Section 15 of the Property Services detailed business case V6

| No | Risk | Impact | Mitigation |
|----|--|--|---|
| 1 | ICT Integration -Data compatibility -system compatibility -To develop on time | Lack of being able to share property data easily and system not ready on time | Making sure at the very least we have web enabled property databases. Possibility of all authority adopting the single system database |
| 4 | Lack of political buy in | DBC will fail if all members aren't signed up | Robust communication plan and regular exchange of information between staff, senior officers and members. |
| 6 | Lack of property staff buy-in (inter-council) | Resistance from staff, lack of buy in so timescales aren't met and a dip in performance may occur | Regular and open dialog with staff. Robust communication plan. Standardise the messages cascaded. |
| 7 | Fail to achieve the savings | Failure to deliver the business case | Clear action plan for savings |
| 8 | Staff not operating out of County Hall / host authorities base on the transfer date | Makes it more difficult to integrate staff into the new system so therefore may impact on performance and service delivery | Ensure that the staff are integrated at the earliest opportunity. Review the host accommodation and HR process to enable the staff to be located at the host as soon as practically possible. |
| 9 | Staff consultation process not achieved in the timescales | Staff may not be in a position to TUPE transfer at the business case date | Implement the system for consultation to start as soon as possible |

Conclusion

The business case presents a core of Property Service functions which would form the initial service portfolio, with opportunities for a broader portfolio as the service is developed and embedded.

This offers economies of scale & increased resilience with a breadth of service provision being available to the Customer from a combined service, under a unified management structure. There will be savings to be achieved for District Partners and further scope for the County Council host to achieve additional savings once the service is embedded.

The model would see the County Council managing the combined service on behalf of the Districts, providing a long-term resilience in what is anticipated to be an extremely challenging financial environment over the next three years for Local Government.

Draft V1

APPENDIX C

Worcestershire Enhanced Two Tier Working

Internal Audit



Detailed Business Case
Executive Summary
Version 2
November 2009

Worcestershire Two Tier Internal Audit Detailed Business Case

Executive Summary

This document proposes the development of an integrated Internal Audit function in Worcestershire with participating District Council Partners operating within a unified operation.

The vision:

A District Council shared service, with co-location of staff operating within a single management structure and hosted by Worcester City Council.

The original Detailed Business Case was developed on the basis that all six District Councils would participate in the shared service. However, at the Chief Executives and Leaders meeting on 3 November 2009, Wyre Forest District Council indicated that it did not wish to join the service at this time. However, the revised Detailed Business Case assumes that Wyre Forest will continue to purchase 100 audit days per year from Worcester City Council which will be provided by the shared service.

Business case Headlines:

- **Resilience** – combining the Internal Audit teams will provide the participating authorities with a larger pool of Internal Auditors with a greater breadth of expertise.
- **Savings** – the financial business case delivers ongoing revenue savings of £126,400 per annum by Year 3 (2012/13).
- **Staff development** – an improved career structure for staff, with increased variety of work and professional development opportunities.
- **Improved support to other Shared Services** – streamlined and uniform assurances will be provided to existing and future Shared Services.

Outline of the proposal.

This business case supports the development of an integrated Internal Audit function with participating District Council Partners (scalable for other councils to join at a later date eg Wyre Forest District Council) operating within a single management structure. This will allow a central team to be created which has the resilience, shared expertise and economies of scale to provide a broad and effective service base for the District Councils.

The model proposed focuses on service excellence and service resilience through building on existing good practice. Delivery of Internal Audit functions through a centralised hosted service provision is considered by the project team members to be well placed to provide a much improved service to each participating partner.

The model also provides opportunities for consistency of standards, quality and audit approach which will feed into Use of Resources Assessments, External Audit opinions and CIPFA Code of Practice compliance.

The Project Team established that Worcester City Council has a substantial Internal Audit team in comparison to the other Districts and is already carrying out work on behalf of Partners e.g. Malvern Hills District Council. The City Council generates 50% of its Internal Audit costs from completing work for other Authorities and this is built into the agreed budget for the Council. It is an organisation which is looking to expand its Internal Audit work or at least maintain its current volume to protect budget commitments.

The other Districts identified an opportunity for the City Council to become a host for a District shared Internal Audit service. This would operate under a single management structure however resource would not necessarily be restricted to operating out of a single location.

By merging the individual teams together a more resilient and flexible service can be developed, with shared expertise across a broader team. The City Council would deliver services to agreed requirements and costs for the Partnering District Councils subject to review at key stages.

The Project Team believe that there is potential for savings to be achieved as a result of this shared service relationship. The City Council highlighted the fact that existing savings / income created from current Partnership working would have to be maintained by the City Council as part of agreed Council budget commitments. All additional savings could be shared with Partners as part of the new shared service model, subject to confirmation.

The combined District team would be of similar size to that of the County Council Internal Audit team. There is a possibility of reduced overhead costs if the City staff relocates to County and then work on a cohabitation basis but retain their separate identity. This can be reviewed as part of the later stages of implementing the District Shared service. Once the District Partnership has been implemented there will be scope for the County Council and the Districts to review the potential for increased Partnership working.

The key Drivers & Benefits

Ref: 'Section 6' (Drivers for Change) of the WETT Internal Audit Detailed Business Case V10

From the outset the Worcestershire Chief Executives & Council Leaders have made it clear that any shared service must consider three key principles i.e.;

1. Service Improvement & Increased Efficiency
2. Cost Savings & Return on Investment
3. Centralised Service Delivery

Examples from the business case include:

Resilience:

Availability of staff and skills, developing expertise & Developing new areas of auditing.

Increased Quality:

Sharing organisational best practice, Increased influence in negotiation – 3rd parties & External Audit, Opportunities for growth (%age of audit plan), Researching best practices, Uniformity of product delivery with robust methodology, Single point of contact for External Audit.

Staff retention and development:

Achieve consistent high standards and increased morale and motivation.

Economies of Scale & Transformational Changes:

Overall cost saving.

Consistency of standards and quality:

Standardise services and quality, consistency of audit approach to ensure best practice is applied at all sites: Eliminate duplication and overlap in processes & working practices, best practice audit methodologies, elimination of barriers when working with other 'shared services'.

Scope

Ref: 'Section 5' (Scope) of the WETT Internal Audit Detailed Business Case V10

The project team have agreed that the Internal Audit (IA) Shared Service would deliver the core IA service including IT Audit. However Value for Money review, Non Housing Benefit Fraud, Risk Management and Corporate Governance could be bought from the Shared Service if required.

The intention in the first year of operation is to include the 'optional' areas where the relevant Internal Audit section is currently carrying out the function and includes days in its existing audit plan. Any areas which are not included in existing audit plans will need to be the subject of discussions with WIASS about available resources.

Additional areas of audit work which are emerging e.g. Environmental Auditing, could also be highlighted and factored in to future proof the service from an early stage.

Finances & Cost Savings

Ref: 'Section 8' (Financial Analysis) of the WETT Internal Audit Detailed Business Case V10

Assumptions:

Wyre Forest

- 100 audit days currently provided under SLA by Worcester City are assumed to continue for the purpose of this Business Case

- Potential redundancy costs have not been apportioned to Wyre Forest. This would need to be revisited if they became part of the 'shared service' or if they withdraw from the current contract

Inflation/Pensions

- Pay award set at 1% for 2009/10, no increases reflected thereafter
- No inflation has been included for non-pay items
- Pensions rate reduced to common rate of 11.2% (i.e. no back-funding) as per other business cases.

Audit Days/Activity

- Audit Plans based on schedules provided including latest version from Bromsgrove
- For the model purposes, Districts buying audit days from Worcester City also receive a pro-rata share of absence and support days as appropriate
- Audit days are modelled on 68:32 split from year 1 (2010/11) and then 70:30 split from thereafter
- Chargeable days are reduced by 5% in 2011/12 and 6% in 2012/13, to reflect transformation improvements.
- It is assumed that the same level of audit assurance is provided despite the reduced number of days.

Other External Activity/Income

- It is assumed that no other external activity takes place in 2010/11.
- There is currently a net profit of £26k p.a. generated from contracted activity in Worcester City. This is protected for Worcester City each year through the model.
- It is assumed that the same level of external activity as now is restored by 2012/13 with a net contribution/profit of £26k (as now) shared between the Districts.
- It is assumed that 50% of current external activity as now is restored by 2011/12 with a net contribution/profit of £13k shared between the Districts.
- No additional staff/non-pay costs have been included for this external activity, apart from the contribution/profit element, this is assumed to be revenue neutral with additional income

Staff Transfers/TUPE

- It is assumed that the WIASS Manager is appointed/assimilated w/e from 1st June 2010 and any protection is in place for a period of 12 months thereafter.
- It is assumed that the two other managers are appointed/assimilated on the 1st June 2010 and any protection is in place for a period of 12 months thereafter.
- It is assumed that the remaining staff TUPE to WCC with effect from 01/06/10 on existing T&Cs.
- It is assumed that the new structure is implemented from 01/12/10 and any protection is in place for 12 months from this date

Redundancies

- It is assumed that there will be no redundancies from the appointment/assimilation of the three managers
- It is assumed that there could be two redundancies from the remaining staff at an average estimated cost of £25k each

- It is assumed that the redundancy costs will be shared equally amongst the participating Districts (excluding Wyre Forest, see 2 above)

Staff Costs/Non-Pay Costs

- It is assumed that a new structure will be implemented from 1/12/10, and a further reduction of 2.00 fte will take place thereafter to reflect the reduced number of audit days.
- It is assumed that non-pay costs will reduce in proportion to FTE except for Travel which will increase
- It is assumed that a new IT Audit system will be implemented with a new recurring annual maintenance cost of £5k p.a. from 2010/11

Hosting Costs

- It is assumed that there will be a small increase of £6K pa of support costs for the host – Worcester City

Support Costs/ICT Support Costs

- It is assumed that no savings will arise from the existing level of support costs across the districts
- It is assumed that each district will provide accommodation, desktop PCs and ICT infrastructure as per existing levels
- Although the level of corporate support (HR/Finance etc) provided by the other Districts will reduce, this has not been quantified and no savings have been reflected

Implementation Costs

- It is assumed that the implementation is undertaken by the WIASS Manager and no additional costs arise.
It is assumed that IT implementation costs for the new system of £49k are met fully from RIEP funds

Table 1: Current Costs of Service

| | Current Budget 2009/10 | Current Support Costs 2009/10 | Base Budget 2009/10 | Chargeable Audit Days 2009/10 | Cost per Chargeable Audit Day 2009/10 | Direct Cost per Chargeable Audit Day 2009/10 |
|------------------|------------------------|-------------------------------|----------------------------|-------------------------------|---------------------------------------|--|
| Bromsgrove DC | £92,510 | £68,648 | £161,158 | 428 | £377 | £216 |
| Malvern Hills DC | £92,950 | £0 | £92,950 | 310 | £300 | £300 |
| Redditch BC | £160,854 | £26,530 | £187,384 | 673 | £279 | £239 |
| Worcester City | £88,047 | £46,990 | £135,037 | 602 | £224 | £146 |
| Wychavon DC | £127,549 | £24,515 | £152,064 | 552 | £276 | £231 |
| Wyre Forest DC | £29,800 | £0 | £29,800 | 100 | £298 | £298 |
| Total | £591,710 | £166,683 | £758,393 | 2,665 | £285 | £222 |

Table 2: Proposed Costs of Service

| | Current Budget 2009/10 | Cost 2010/11 | Cost 2011/12 | Cost 2012/13 |
|--------------------------------|------------------------|--------------|------------------|-------------------|
| Service Costs | £591,710 | £592,670 | £527,540 | £465,299 |
| Support Costs | £166,683 | £166,683 | £166,683 | £166,683 |
| Total Costs | £758,393 | £759,353 | £694,223 | £631,982 |
| Cost / (Saving) | | £960 | (£64,170) | (£126,411) |
| Chargeable Audit Days | 2,665 | 2,665 | 2,532 | 2,380 |
| Cost per chargeable Audit Day | £285 | £285 | £274 | £266 |
| Add provision for redundancies | | £50,000 | | |

Table 3: Proposed Costs of Service by District (excluding Support Costs)

| | Cost 2009/10 | Cost 2010/11 | Cost 2011/12 | Cost 2012/13 |
|------------------------------|-----------------|-----------------|------------------|-------------------|
| Bromsgrove DC | £92,510 | £102,312 | £92,125 | £81,488 |
| Malvern Hills DC | £92,950 | £76,553 | £66,450 | £58,884 |
| Redditch BC | £160,854 | £164,004 | £146,421 | £128,410 |
| Worcester City | £88,047 | £89,956 | £77,735 | £66,668 |
| Wychavon DC | £127,549 | £131,472 | £118,051 | £104,694 |
| Wyre Forest DC | £29,800 | £28,372 | £26,758 | £25,156 |
| Subtotal | £591,710 | £592,670 | £527,540 | £465,299 |
| Saving p.a. | | £960 | (£65,130) | (£62,242) |
| Saving recurring p.a. | | £960 | (£64,170) | (£126,411) |

Governance

Ref: 'Section 8' (Governance Arrangements) of the WETT Regulatory Services Detailed Business Case V10

The Internal Audit Project Team discussed two clear governance options that could be in place for an Internal Audit Shared Service:

Option 1: Direct management by Worcester City Council on behalf of all. Thereby each authority delegates their Internal Audit functions to the host under an SLA arrangement; however there is a performance board in place to manage performance on quarterly basis.

Option 2: Appointing a joint committee of elected members to oversee all activity with the participating authorities delegating relevant decision making to the committee and officers of the joint service.

The Internal Audit Project Team originally recommended Option 2 for the shared Internal Audit Service. Following the Chief Executives and Leaders meeting on 3 November 2009, it is now recommended to proceed with Option 1.

Service Managed by SLA vs. Joint Committee

The table below outlines the positive and negative aspects of options 1 & 2 for the management/ oversight of the proposed shared service.

| SLA Managed Service vs. Joint Committee | | | |
|---|---|---|---|
| SLA Approach (Option 1) | | Joint Committee (Option 2) | |
| Advantage | Disadvantage | Advantage | Disadvantage |
| Robust and Flexible SLA | Members may perceive lack of political influence | Ensures political link back to constituent authorities. No democratic deficit | Bureaucracy around organising committees & associated costs |
| Able to agree clear output levels for some aspects of work. | Members may feel that they do not have enough influence on the host authority | Decision making based in one area | Less responsive to commercial timescales and pressures for external contracts |
| Can agree some specifics of local provisions through SLA | | Takes advantage of existing joint committee infrastructure | |
| | | May assist standardisation of service provision. | |
| | | Districts are "equal partners" | |
| | | Stronger links with Audit Committees or equivalent | |

Agreed Service Delivery Model

Ref: 'Section 7' (Agreed Service Delivery Model) of the WETT Internal Audit Detailed Business Case V10

General Principles

- Local knowledge base retention i.e. 'lead' auditors would be relied on for local knowledge for each site but not necessarily based permanently at those sites.
- Staff would be based/tasked depending on the work and skill requirements i.e. no guarantee that they would be based at their current offices - ongoing allowance implications.
- Work life balance would be a consideration in all assignments
- Clear agreement required in respect of current terms and conditions re. Leave, mileage, overtime, etc.
- Other joint working / shared services are being introduced across the Districts and these will have an effect on audit plans which will need to be taken into account
- Best practice methodology to be introduced across the shared service will require time and resource and this will have implications e.g. the new working practices will need to be introduced and time taken for consultation with individual employees.
- Each authority's audit plan would be based on a standard risk assessment methodology and tailored to the needs of each authority with s151, Chief Executives, Heads of Service and External Audit inputs.
- IT Audit Management software requirement to modularise the LA's but link resource to manage the potential of 5 sites – see ICT section
- If all participating authorities become part of the shared service at 1 June 2010 then this will require existing audit plans to be 'adopted' for the nine months of the shared service
- There will be standard localised audit plan provision from a centralised function; a need to keep it real and personalised for each authority.
- Political requirements – the WIASS Manager will report to an Audit Committee or equivalent at each authority
- Clear communication channels will need to be set up so that audit advice is available at any time and at any site

Accommodation

- The Internal Audit lead Manager will be located at the host authority
- The Audit Managers will have access to a desk and workstation at the sites they are managing.
- The Internal Auditors will be located at the authority at which they are auditing at any one time.

Please note: No extra accommodation will be needed. Accommodation needs could be matched to audit resource placement requirements.

Timescale: It is envisaged that the Internal Audit shared service will start from 1 June 2010; however there could be a phased approach but the following will need to apply:

- commitment needed from all LAs that are to become part of the shared service even if on a phased basis

- infrastructure and governance needs to be in place from the start
- the numbers and the costings are based on 5 authorities but if an authority drops out then the business case will be revisited
- The detailed costings are based on the WIASS Manager being in post by 1st June 2010, the Audit Managers being in post from 1st June 2010 and the Internal Auditors being in post in the new structure from 1st December 2010.

Structure: Please see attached Structure Chart at **Appendix 3** of the Internal Audit detailed business case

Performance

Ref: 'Section 13' (Performance & Workload), 'Appendix 2 (Resource Allocation Summary)' & 'Appendix 5 (Performance & Workload Data) of the WETT Regulatory Services Detailed Business Case V10

Workload: It is important to note that each participating District has a different way of annual audit planning and uses different headings for the subjects that are audited. However it is planned that under the shared service audit plans will be standardised.

It is anticipated that benchmarking will be carried out using CIPFA benchmarks and subsequently each authority will decide the level of auditing that is required under the shared service. This will then define the number of Internal Auditors required under the new arrangement for subsequent years.

Performance: The Performance Indicators to be used to ensure the service can be monitored for comparison and continual improvement are:

- Cost per audit day based on the CIPFA benchmark
- % of audit plan delivered
- Audit time as a % of time available
- Annual Survey of the Audits delivered
- Feedback sheets after each audit
- % of CIPFA Internal Control self assessment
- Recommendation tracker – 3 month follow up with HOS prior to CMT and then potentially the Audit Committee (or equivalent) meeting

Heads of Audit: It is recognised that during the last few years a number of Local Authorities within Worcestershire have made reductions in staff within Internal Audit, roles which include the Chief Internal Auditor. The move to closer partnership working will improve the senior support which is available to participating Councils.

Transformational Benefits

Ref: 'Section 15' (Transformational Benefits) of the WETT Regulatory Services Detailed Business Case V10

Resilience: Combining the Internal Audit teams will provide the participating authorities with a larger pool of Internal Auditors with a breadth of expertise that that does not currently exist in the constituent authorities.

Savings: It is anticipated that the shared service will generate savings by decreasing the total number of audit days required by each of the participating authorities. This will be achieved by increasing the chargeable audit days as a percentage of total days to 68% in 2010/2011 and 70% subsequently (from the existing 65% average across the districts) and then in the second and third years decreasing the number of chargeable days by 5% and then 6%. This will mean that audits are carried out in fewer days and in practice will be achieved by economies of scale, standardising and sharing working practices (using best practice) and the use of appropriate software to manage multi-site activity and the most appropriate deployment of resource. (The software will also provide a repository for all working papers to ensure consistency).

Staff Development: There will be an improved career structure for Internal Auditors plus the added benefits that will be gained by working at different authorities, with different systems, different environments and different working practices. In addition there will be the opportunity to obtain further professional qualifications and satisfy CPD requirements.

Other shared services: The benefit of an Internal Audit shared service will be that not only will the auditing of current shared services e.g. Revs & Bens, Building Control be more streamlined but also future shared services coming on-line (whether in the North or the South) will also benefit. It will eliminate the need to decide which LA is responsible for auditing the newly formed service and the assurances provided will be uniform and acceptable to all the local authorities and External Audit.

ICT

Ref: 'Section 12' (ICT) of the WETT Internal Audit Detailed Business Case V10

There are two key areas of consideration with regard to the ICT issues around the proposed Shared Internal Audit Service:

- The need for an **Audit Management System** to help manage audit progress and performance effectively
- The issues regarding **flexible and remote working**.

Audit Management System: The Business Case assumes that Worcester City will host this service.

Currently, neither the City, nor any other participating district Audit team, uses an Audit Management System, as the size of the teams has not justified the investment.

During the course of this project, the WETT Audit Project Team has identified an Audit Management System as now not only justifiable, but essential, in order to make most effective use of resources.

From investigations carried out so far, the most suitable systems, including all hardware and maintenance costs are priced at approximately £50,000. They are well developed packages that would require minimal technical implementation beyond that provided by the supplier. This would allow for a flexible implementation timescale for the Shared Audit Service.

Flexible and remote working: The business model assumes that there will be "hot desk" facilities at a number of locations around the County. Staff at any one location will need access to systems located at other locations. This will put an additional strain on the capacity and resilience of the authorities' ICT networks, and the links between them.

Following discussions between the various ICT Managers, an approach has been agreed to fund the additional network capacity from existing budgets. County will meet the capital cost as part of its forthcoming infrastructure upgrade. Revenue costs will be shared amongst the

partners. It is anticipated that the additional revenue costs for districts will be offset by equivalent savings from existing network links.

In order to make best use of the additional network capacity, it will also be necessary to ensure that the various networks are fully compatible with each other. Experience in the South Worcestershire Revenues and Benefits Shared Service has shown how important it is to ensure that changes to user network access requirements can be made quickly, to avoid impacting on service quality. Incompatibilities between networks impact on the speed of such changes.

It is not anticipated that there will be any investment needed with regard to telephony requirements specifically for the Audit Service. However, it is worth noting that a significant increase in flexible working arrangements will at some stage put a strain on telephony facilities across the WETT partnership.

Depending on the nature and extent of flexible and remote working, there may be a requirement for additional IT equipment. A figure of £9,500 should cover most likely requirements.

Human Resources:

Ref: 'Section 10' (HR) of the WETT Internal Audit Detailed Business Case V10

The current 2009/2010 staffing structure in summary shows 16.82 FTE at a cost of £604,660

Partners will treat this as a TUPE situation and the transfer of staff will be as it would be in a TUPE situation. This approach was pursued under the Worcestershire Hub and the Revenues & Benefits Shared Service arrangements, and therefore District Councils have experience and understanding of the process involved.

It has already been agreed that Worcester City Council will be the host employer under this proposed Internal Audit Shared Service. Staff will therefore transfer to the employment of Worcester City Council as detailed below:

The preferred option is to appoint the senior manager and Audit Managers (this was the model used by the Hub). Then transfer all other employees from the participating districts on existing Terms and Conditions on 1st June 2010. N.B. New posts would be on Worcester City Council Job Evaluation and Terms & Conditions.

The costings are based on two Audit Managers – one for the South Worcestershire authorities and one for the North Worcestershire authorities (including the Wyre Forest contract work).

Bromsgrove and Redditch have recently announced a single management structure to be in place from April 2010 onwards and many of their systems will therefore be merged. This does however pose a significantly enhanced risk environment during the first year of the merged Bromsgrove and Redditch operation because of new & merging working practices and disruption of employees.

In order that the shared service can be implemented from 1st June 2010 it is necessary for the senior Manager and the Audit Managers to be in place from 1st June 2010. However that means that existing Heads of Audit will have to put together IA plans, discuss with relevant stakeholders and present to Audit Committees before 1st April 2010.

Future costs will be agreed via legal agreement between the relevant parties to ensure costs are shared proportionately in relation to any redundancy liabilities and any subsequent claims associated with achieving the new structure and service integration.

Implementation

To be completed by Worcester City as part of the final stage of detailed business case development.

Risks

Ref: 'Section 14' (Risks) of the WETT Internal Audit Detailed Business Case V10

Effective risk management includes early and aggressive risk identification through the collaboration and involvement of relevant stakeholders. Strong leadership across all relevant stakeholders is needed to establish an environment for the free and open disclosure and discussion of risk.

Below are examples of some of the key risk areas identified by the project group. Further detail around these risks and the associated 'mitigation' plans are contained within Section 14 of the Internal Audit detailed business case V10

Risk 1 - Loss of local knowledge & expertise

Reduction in performance

Mitigation: Make sure experience is utilised correctly and build a framework for each authority into the legal case

Risk 14 - LA pulls out of the shared service negotiations at the '11th' hour

Potential for higher costs (e.g. start up) for remaining LAs and project failure.

Mitigation: Binding commitment from LAs from an early stage that they will join the shared service.

Risk 20 - Drop in productivity due to new working practices

The annual audit plans may not be achieved

Mitigation: Manage the introduction of new working practices so that the impact is as little as possible

Risk 25 - The Internal Auditors operating at the different sites within the shared service will not be able to access and share electronic files as and when required

The Internal Auditors will not be able to work as efficiently and effectively as is necessary to give the required savings.

Mitigation: Suitable network capacity and 'sharing' needs to be in place from the start of the shared service

Conclusion

Ref: 'Section 16' (Conclusion) of the WETT Internal Audit Detailed Business Case V10

- The Internal Audit shared service will use best practice working methods adopted from current practices throughout the participating Districts in addition to Professional Organisations' advice.
- The main objectives of the Internal Audit shared service are transformation, resilience, increased quality, staff retention and development, economies of scale, consistency of standards and consistency of audit approach all of which will benefit the end client.
- This business case is supported by costings which show that savings will be made and when pay protection no longer applies and economies of scale and more efficient working practices start to kick in, the savings will increase.

Appendix D

WETT Programme Business Case
Consultation and Decision Timeline 2009/10
(Version 11 – December 2009)

| | |
|---------------------------|--|
| 21 October..... | Issue consultation letter and invite to staff & TU |
| 12 October | Programme Management Group Meeting |
| 16 October..... | Chief Executives Panel Meeting |
| 3 November..... | Chief Executives' & Leaders Panel Meeting |
| 5 November..... | Single Consultation Event – All Councillors |
| 10 November..... | Consultation Event with Staff & TUs Internal Audit, Property and Regulatory (Session 1) |
| 11 November..... | Consultation Event with Staff & TUs (2 nd Regulatory Services Session) |
| 12 November..... | Bromsgrove – Trade Union consultation event |
| 13 November..... | Wyre Forest – staff consultation event |
| 16 November (w/c)..... | Individual Councils local consultation to commence |
| 16 November (am)..... | Redditch – staff consultation event – all three services |
| 16 November (pm)..... | Bromsgrove – staff consultation event – all three services |
| 16 November..... | Malvern – staff consultation event – Reg. Services |
| 16 November..... | Worcestershire County – staff consultation event – Property Services |
| 17 November..... | Wychavon – staff consultation event – Internal Audit |
| 17 November..... | Worcester City – staff consultation event – Reg. Services |
| 18 November..... | Worcester City – staff consultation event – Property |
| 18 November..... | Wyre Forest – Member consultation event |
| 19 November..... | Worcester City – staff consultation event – Internal Audit |
| 19 November..... | Wychavon – staff consultation event – Reg. Services |
| 19 November..... | Worcestershire County – staff consultation event – Regulatory Services |
| 24 November..... | Malvern Hills – Executive Committee |
| 26 November..... | Wyre Forest – staff consultation event – Regulatory |
| 1 Dec to TUPE transfer... | Regular consultative meetings with TUs |
| 1 December..... | Wychavon – Overview and Scrutiny – pre-Scrutiny |
| 2 December | Worcestershire County – staff consultation event – Regulatory Services with Director |

Appendix D

| | |
|------------------------|--|
| 3 December..... | Redditch – Member consultation event – Conservative |
| 4 December..... | Redditch – Member consultation event – Labour |
| 7 December | Worcester City – Scrutiny |
| 9 December | Worcester City – Member consultation |
| 16 December | Worcester City – Member consultation |
| 17 December..... | Worcestershire County – Cabinet |
| 21 December (w/c)..... | Deadline for TU response on proposals |

2010

| | |
|--------------------------|---|
| 1Jan – 28 Feb | Prepare H of S JD/person spec/advert |
| 5 January..... | Wychavon – Executive Board |
| 6 January..... | Redditch - Cabinet |
| 6 January..... | Bromsgrove – Cabinet |
| 10 January | Wyre Forest – Cabinet |
| 11 January | Redditch – Council |
| 12 January..... | Malvern Hills – Council |
| 14 January | Wyre Forest – Scrutiny |
| 19 January | Wyre Forest - Cabinet |
| 20 January..... | Bromsgrove – Council |
| 26 January | Wychavon – Council |
| 27 January | Worcester City - Cabinet |
| 1 February (w/c) | Write to staff informing them of TUPE transfer to host subject to formal sign-off by Council |
| 8 February..... | Worcestershire County – Cabinet |
| 18 February..... | Worcestershire County – Council |
| 23 February..... | Worcester City – Council |
| 24 February | Wyre Forest - Council |
| 1 March to 31 April..... | Complete senior appointments process (subject to legal advice on associated risks); consult upon and make staff transfer arrangements |
| 1 June 2010..... | Implementation date |

APPENDIX E

Regulatory Services:

Finance Appendix F9 – Implementation Approach D proposed partner cash flow forecast

| | Year | | | | | | | | | | |
|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|--|--|--|--|
| | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | | | | |
| Revenue | | | | | | | | | | | |
| Baseline service direct costs (adjusted) | 7,312,391 | | | | | | | | | | |
| Forecast gross WSRS revenue budget (Implementation D) | | 8,078,302 | 6,874,140 | 6,079,496 | 6,069,496 | 6,020,896 | 6,020,896 | | | | |
| Bromsgrove | 766,040 | | | | | | | | | | |
| WSRS revenue budget share | | 844,531 | 718,644 | 635,569 | 634,524 | 629,443 | 629,443 | | | | |
| Accommodation charge adjustment | | -32,859 | -32,859 | -32,859 | -32,859 | -32,859 | -32,859 | | | | |
| Pension back funding (estimate) | 31,898 | 31,898 | 31,898 | 31,898 | 31,898 | 31,898 | 31,898 | | | | |
| Forecast budget requirement | | 843,569 | 717,682 | 634,608 | 633,562 | 628,482 | 628,482 | | | | |
| Direct cost saving against 2009/10 baseline | | -77,529 | 48,358 | 131,432 | 132,478 | 137,558 | 137,558 | | | | |
| Future savings in internal recharges | | 14,249 | 28,498 | 56,997 | 56,997 | 56,997 | 56,997 | | | | |
| Total savings | | -63,280 | 76,856 | 188,429 | 189,474 | 194,555 | 194,555 | | | | |
| City | 892,130 | | | | | | | | | | |
| WSRS revenue budget share | | 994,421 | 846,192 | 748,373 | 747,142 | 741,159 | 741,159 | | | | |
| Accommodation charge adjustment | | -35,798 | -35,798 | -35,798 | -35,798 | -35,798 | -35,798 | | | | |
| Pension back funding (estimate) | 27,689 | 27,689 | 27,689 | 27,689 | 27,689 | 27,689 | 27,689 | | | | |
| Forecast budget requirement | | 986,312 | 838,082 | 740,263 | 739,032 | 733,050 | 733,050 | | | | |
| Direct cost saving against 2009/10 baseline | | -94,182 | 54,048 | 151,867 | 153,098 | 159,080 | 159,080 | | | | |
| Future savings in internal recharges | | 11,900 | 23,800 | 47,601 | 47,601 | 47,601 | 47,601 | | | | |
| Total savings | | -82,282 | 77,848 | 199,467 | 200,698 | 206,681 | 206,681 | | | | |
| County | 2,119,526 | | | | | | | | | | |
| WSRS revenue budget share | | 2,334,617 | 1,986,616 | 1,756,965 | 1,754,075 | 1,740,030 | 1,740,030 | | | | |
| Accommodation charge adjustment | | -75,210 | -75,210 | -75,210 | -75,210 | -75,210 | -75,210 | | | | |
| Pension back funding (estimate) | 90,065 | 90,065 | 90,065 | 90,065 | 90,065 | 90,065 | 90,065 | | | | |

APPENDIX E

| | | | | | | | |
|---|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Forecast budget requirement | | 2,349,473 | 2,001,472 | 1,771,821 | 1,768,931 | 1,754,885 | 1,754,885 |
| Direct cost saving against 2009/10 baseline | | -229,947 | 118,054 | 347,705 | 350,595 | 364,641 | 364,641 |
| Future savings in internal recharges | | 17,270 | 34,539 | 69,078 | 69,078 | 69,078 | 69,078 |
| Total savings | | -212,677 | 152,593 | 416,783 | 419,673 | 433,719 | 433,719 |
| Malvern Hills | 713,173 | | | | | | |
| WSRS revenue budget share | | 789,738 | 672,018 | 594,334 | 593,356 | 588,605 | 588,605 |
| Accommodation charge adjustment | | -12,511 | -12,511 | -12,511 | -12,511 | -12,511 | -12,511 |
| Pension back funding (estimate) | 26,661 | 26,661 | 26,661 | 26,661 | 26,661 | 26,661 | 26,661 |
| Forecast budget requirement | | 803,888 | 686,169 | 608,484 | 607,507 | 602,755 | 602,755 |
| Direct cost saving against 2009/10 baseline | | -90,715 | 27,004 | 104,689 | 105,666 | 110,418 | 110,418 |
| Future savings in internal recharges | | 14,112 | 28,223 | 56,447 | 56,447 | 56,447 | 56,447 |
| Total savings | | -76,604 | 55,227 | 161,135 | 162,113 | 166,864 | 166,864 |
| Redditch | 761,230 | | | | | | |
| WSRS revenue budget share | | 839,901 | 714,704 | 632,085 | 631,046 | 625,993 | 625,993 |
| Accommodation charge adjustment | | -19,772 | -19,772 | -19,772 | -19,772 | -19,772 | -19,772 |
| Pension back funding (estimate) | 31,112 | 31,112 | 31,112 | 31,112 | 31,112 | 31,112 | 31,112 |
| Forecast budget requirement | | 851,241 | 726,044 | 643,425 | 642,385 | 637,333 | 637,333 |
| Direct cost saving against 2009/10 baseline | | -90,011 | 35,186 | 117,805 | 118,845 | 123,897 | 123,897 |
| Future savings in internal recharges | | 6,974 | 13,949 | 27,898 | 27,898 | 27,898 | 27,898 |
| Total savings | | -83,037 | 49,135 | 145,702 | 146,742 | 151,795 | 151,795 |
| Wyche | 1,311,312 | | | | | | |
| WSRS revenue budget share | | 1,421,224 | 1,209,375 | 1,069,572 | 1,067,813 | 1,059,263 | 1,059,263 |
| Accommodation charge adjustment | | -43,900 | -43,900 | -43,900 | -43,900 | -43,900 | -43,900 |
| Pension back funding (estimate) | 75,855 | 75,855 | 75,855 | 75,855 | 75,855 | 75,855 | 75,855 |
| Forecast budget requirement | | 1,453,180 | 1,241,330 | 1,101,527 | 1,099,768 | 1,091,218 | 1,091,218 |
| Direct cost saving against 2009/10 baseline | | -141,868 | 69,982 | 209,785 | 211,544 | 220,094 | 220,094 |
| Future savings in internal recharges | | 8,740 | 17,480 | 34,960 | 34,960 | 34,960 | 34,960 |
| Total savings | | -133,128 | 87,462 | 244,745 | 246,504 | 255,054 | 255,054 |
| Wyre Forest | 742,490 | | | | | | |
| WSRS revenue budget share | | 853,870 | 726,591 | 642,598 | 641,541 | 636,404 | 636,404 |
| Accommodation charge adjustment | | -69,950 | -69,950 | -69,950 | -69,950 | -69,950 | -69,950 |
| Pension back funding (estimate) | 229 | 229 | 229 | 229 | 229 | 229 | 229 |
| Forecast budget requirement | | 784,149 | 656,870 | 572,877 | 571,820 | 566,683 | 566,683 |
| Direct cost saving against 2009/10 baseline | | -41,659 | 85,620 | 169,613 | 170,670 | 175,807 | 175,807 |

APPENDIX E

| | | | | | | | | | | | |
|---|--|--|---------|---------|---------|--------|---------|---------|---------|---------|---------|
| Future savings in internal recharges | | | | | | | | 61,702 | 61,702 | 61,702 | 61,702 |
| Total savings | | | 15,426 | 30,851 | 61,702 | 61,702 | 232,372 | 237,509 | 237,509 | 237,509 | 237,509 |
| | | | -26,233 | 116,471 | 231,315 | | | | | | |
| Capital | | | | | | | | | | | |
| Forecast WRSRS capital budget | | | 490,500 | 475,000 | 199,000 | 34,000 | 34,000 | 34,000 | 34,000 | 34,000 | 34,000 |
| Partner capital contributions | | | | | | | | | | | |
| Bromsgrove | | | 51,278 | 49,658 | 20,804 | 3,554 | 3,554 | 3,554 | 3,554 | 3,554 | 3,554 |
| City | | | 60,379 | 58,471 | 24,496 | 4,185 | 4,185 | 4,185 | 4,185 | 4,185 | 4,185 |
| County | | | 141,754 | 137,274 | 57,511 | 9,826 | 9,826 | 9,826 | 9,826 | 9,826 | 9,826 |
| Malvern Hills | | | 47,951 | 46,436 | 19,454 | 3,324 | 3,324 | 3,324 | 3,324 | 3,324 | 3,324 |
| Redditch | | | 50,997 | 49,386 | 20,690 | 3,535 | 3,535 | 3,535 | 3,535 | 3,535 | 3,535 |
| Wycharon | | | 86,294 | 83,567 | 35,010 | 5,982 | 5,982 | 5,982 | 5,982 | 5,982 | 5,982 |
| Wyre Forest | | | 51,845 | 50,207 | 21,034 | 3,594 | 3,594 | 3,594 | 3,594 | 3,594 | 3,594 |
| Notes | | | | | | | | | | | |
| 1. Savings in internal overhead assumed at 25% of future forecast in year 1 and 50% of future forecast in year 2. | | | | | | | | | | | |

Executive Committee

Abbey and Central Wards

6th January 2010

LOCAL DEVELOPMENT FRAMEWORK - OFFICE NEEDS ASSESSMENT

(Report of the Acting Head of Planning and Building Control)

1. Summary of Proposals

The report seeks the endorsement of the Office Needs Assessment which has been jointly produced by Officers of the Council and GVA Grimley. The study forms part of the evidence base of the Core Strategy Development Plan Document (DPD).

2. Recommendations

The Committee is asked to **RECOMMEND** that

the Office Needs Assessment as attached in Appendix A to the report, be endorsed as part of the Council's Local Development Framework Evidence Base.

3. Financial, Legal, Policy, Risk and Climate Change/Carbon Management Implications

Financial

- 3.1 This assessment was funded from existing Economic Development Unit budgets. In order to ensure the cost associated with completing this study remained in budget it was necessary for Officers of the Council to carry out elements of the study.

Legal

- 3.2 The Office Needs Assessment forms part of the Core Strategy evidence base. Redditch Borough Council is required, under the Planning and Compulsory Purchase Act 2004, to produce a Core Strategy DPD. Without a credible and robust evidence base to draw upon the production of a Core Strategy is at risk of being found 'unsound'. The Office Needs Assessment helps to inform policies in the Core Strategy.

Policy

- 3.3 The Office Needs Assessment will feed into the continuing preparation of the Core Strategy. The Core Strategy will replace many policies within the Borough of Redditch Local Plan No.3. It will be the first Development Plan Document (DPD) to be produced as

part of Redditch Borough Council's Local Development Framework (LDF) and forms part of the development plan for the area.

Risk

- 3.4 The Core Strategy requires a credible and robust evidence base to formulate appropriate policies. Without the evidence base to rely on, the delivery of the Core Strategy would be at risk. There are policies in the Core Strategy that rely upon the Office Needs Assessment evidence, therefore not adopting the Office Needs Assessment could put at risk the achievement of a credible Core Strategy.

Climate Change/Carbon Management

- 3.5 During the preparation of the Office Needs Assessment, consideration has been given to environmental sustainability. Related policies in the Core Strategy are all subject to Sustainability Appraisal.

Report

4. Background

- 4.1 In order to plan for the future of Redditch Borough up to 2026, Officers have been formulating a robust and credible evidence base. The Office Needs Assessment (Appendix A) forms part of this evidence base. Components of the Office Needs Assessment were completed in house, however due to the specialist nature of some of the tasks required to complete an Office Needs Assessment it was necessary for Consultants to be commissioned.
- 4.2 The West Midlands Regional Spatial Strategy sets a requirement for Redditch Borough Council to plan for the construction of 45,000sq.m of office floorspace for the period 2006 – 2026 in the town centre and peripheral zone. Officers are aware that there are constraints on supply of land within the town centre therefore it was felt necessary to test this figure in terms of:
- a) whether the 45,000 sqm is appropriate i.e. is there demand for this much floorspace;
 - b) Is there an adequate supply of land in the town centre to cater for this level of development.

5. Key Issues

- 5.1 The Office Needs Assessment has been jointly prepared by Redditch Borough Council Officers and GVA Grimley in association

with GHK Consulting. The Assessment follows on from the Employment Land Review (this was presented to Executive Committee on 2nd March 2009) and examines in more detail, the need for offices within the town centre and reviews potential development sites to accommodate the identified requirements within the boundary of the Town Centre and Peripheral Zone (As illustrated in Appendix B).

- 5.2 In undertaking the Office Needs Assessment there were four key stages:
- a) Survey of Existing Occupiers (a phone survey was undertaken with a sample of office occupiers);
 - b) Assessment of Floorspace in Redditch town centre (this focused on the amount and type of office provision in the town centre and peripheral zone. The section also analysed any potential pipeline developments and past lettings/sales in the town centre and peripheral zone);
 - c) Property Market Review (this section analysed the office property market within the town centre);
 - d) Need for Additional Floorspace (this section reviewed the previous section and assessed the need for additional office floorspace in the town centre and peripheral zone).
- 5.3 The key issues arising from these sections are:
- a) The town centre is an attractive location for the Office market with:
 - i) Affordable rental levels
 - ii) Flexible Accommodation
 - iii) Location accessible to main transport routes
 - b) Since January 2000 to March 2009 there has been a gradual increase of office lettings – the average take up being around 3, 800 sq.m per annum, the freehold sales market is more limited;
 - c) Despite this, vacancy levels are at their highest in over a decade (currently 19% of the total stock);
 - d) Achieving the WMRSS target of 45, 000sq.m is challenging given the limited amount demand for such a high level of office floorspace in the town centre and peripheral zone;
 - e) The Town Centre and Peripheral zone can only accommodate half of this requirement;

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- f) A revised office target of 30, 000 sq.m over the Plan period is recommended;
 - g) The study identifies some potential sites which can accommodate around 22, 000 sq m, this means an additional 2.3ha would need to be identified outside the town centre/peripheral zone in order to achieve the 30, 000 sq m requirement;
 - h) In order to attract a wider office market which has not traditionally wanted to locate in the Borough, the marketing of the town centre is fundamental to its success.
 - i) Regional and sub regional public sector organisations should be a focus for the Council when identifying potential occupiers of office accommodation in the town centre.
 - j) A wider range of 'office products' are required, i.e. new, modern office buildings with flexible space capable of accommodating medium to large businesses is required.
 - k) Support from Economic Development will be required in order to ensure a holistic approach is taken towards identifying the types of sectors that should be focused upon in the town centre.
 - l) In order to achieve the challenging office requirement policy will need to set precedence over competing uses such as residential and leisure in the town centre.
- 5.4 The implications of the Office Needs Assessment on the Core Strategy would be that greater emphasis should be given to need of office requirements over housing requirements in the town centre.
- 5.5 The draft report was presented to Planning Advisory Panel where the item was discussed at length. There were a number of key points arising from this discussion which Members and Officers considered necessary to reflect in this Committee Report. These points are set out below:
- a) What is an Office? – In relation to this study an Office is defined as a B1 use class and includes the following office based sectors:
 - a. Construction;
 - b. Retailing;
 - c. Professional Services;
 - d. Insurance, Banking, Finance;
 - e. Computing services;
 - f. Other business services;
 - g. Public Administration and Defence;
 - h. Health and Social work;

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- i. Transport and Communications
 - j. Education
 - k. Other Services
- b) How many employees typically occupy a sq.m of office floorspace?
The answer to this is twofold. For professional services a density standard of 19-29 sq.m/per worker is applied, for the various other types of office occupiers a standard of 34 sq.m/per worker is applied.
- c) Both Pool Place and Grove Street are identified as potential sites to meet Office Needs over the medium to long term. At present these sites are currently retail parks. Although the purpose of the Office Needs Assessment is not to develop schemes for future sites (it purely identifies the potential sites), it is necessary to consider ideas on how to deliver a potential office use on these sites. It was suggested at the PAP (30/11/09) that Officers consider this as part of the future LDF production, and specifically whether a comprehensive out of town retail offer may be more appropriate for the Borough than what is currently offered. Officers agreed that this could be an appropriate way forward given the need to identify sufficient sites for Offices in the town centre and peripheral zone and Officers will consider this issue as part of the wider LDF production.

6. Other Implications

- Asset Management - The Council's Land and Property holdings are affected by the contents of this report no differently than any other land and property holdings.
- Community Safety - None
- Human Resources - None
- Social Exclusion - None
- Environmental / Sustainability - None

7. Lessons Learnt

Not applicable.

8. Background Papers

West Midlands Regional Spatial Strategy Preferred Option

Panel Report

Executive

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9. Consultation

There have been informal consultations with some stakeholders, landowners and also with relevant Borough Council Officers.

10. Author of Report

The author of this report is Ashley Baldwin (Planning Assistant), who can be contacted on extension 3376 (ashley.baldwin@redditchbc.gov.uk) for more information.

11. Appendices

Appendix A – Office Needs Assessment

Appendix B – Town Centre and Peripheral Zone

Executive Committee

No Direct Ward Relevance

6th January 2010

WATER QUALITY POLICY

(Report of the Head of Legal, Democratic and Property Services)

1. Summary of Proposals

To seek the adoption of a policy in relation to Water Quality in the Council's owned and managed buildings.

2. Recommendations

The Committee is asked to **RECOMMEND** that

the policy in relation to water quality in Council-owned and managed buildings, as attached at Appendix 1 to the report, be adopted.

3. Financial, Legal, Policy, Risk and Sustainability Implications

Financial

- 3.1 There is currently no allocated budget for the management and control of water quality in Council owned and managed buildings. Revenue budget bids have been submitted for £10,500 for 2010/11 from General Fund and £18,500 from the HRA for 2010/11.

Legal

- 3.2 Under Section 2 of the Health & Safety at Work Act 1974, the Council has a general duty to ensure; so far as is reasonably practicable, the health, safety and welfare at work of all its employees. This includes the maintenance of places of work in a condition that is safe and without risks to health and the provision and maintenance of means of access to and egress from it that are safe and without such risks.
- 3.3 Where non-domestic premises are made available to persons who are not employees, but use Council premises of their work (for example, at the Business Centres), or premises are made available as a place where persons may use plant or substances provided for their use there (for example, leisure facilities), Section 4 of the Act places the Council under a duty to ensure that, such premises are safe and without risk to health.

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- 3.4 The Approved Code of Practice L8 gives practicable advice on the requirements of the Health and Safety at work act 1974(HSWA) and the control of substances hazardous to Health regulations 1999(COSHH) concerning the risk from exposure to legionella bacteria.
- 3.5 Legal implications if we do not comply with the regulations is Corporate manslaughter (Barrow in Furness, legionella outbreak August 2002).

Policy

- 3.6 The Council currently has no policy on Water Quality in its owned and managed buildings and this policy will represent new policy. Whilst the Council does not currently have a formally adopted policy for Water Quality, the policy does formalise the water hygiene strategy that already exists and is being operated within the Council.

Risk

- 3.7 In adopting the Policy, the Council is demonstrating its commitment to and management of its Health & Safety duties in respect of members of staff and the public. If the Council does not adopt the Policy, it won't be able to demonstrate that it has a scheme for preventing or controlling the risks associated with water quality.

Sustainability / Environmental

- 3.8 In order to comply with the duties in respect of water quality, there is a need to 'flush' relevant systems and this obviously involves using large amounts of water. In addition, where tanks are cleaned, dilute bleach is used. However, the environmental impact of managing water quality is considered to be minimal when compared to the potential impact a failure to manage water quality could have.

Report

4. Background

- 4.1 The Council has an obligation to manage water quality in its buildings. Health & Safety Executive (HSE) Guidance contained in Legionnaire's disease – The control of legionella bacteria in water systems – Approved Code of Practice and Guidance (L8) states that employers and those with responsibilities for the control of premises should prepare a scheme for preventing or controlling the risk arising from Legionella in order to comply with their Health & Safety duties.

- 4.2 The Council has been complying with its duties but needs to have a formal adopted scheme setting out the relevant practices and processes.
5. **Key Issues**
- 5.1 The Strategy sets out how the Council deals with the control of Legionella in its owned and managed premises. It defines the Legionella Risk Categories and the methodology to be applied to the assessment of the risks.
- 5.2 Overall, the Council's policy for the management of water quality is:
- a) To have clear procedures for the design and management of water services;
 - b) To have specific lines of responsibility for the management of water services;
 - c) To identify locations with high risk users of premises;
 - d) To identify where possible potential risk areas due to materials, storage methods, poor installation etc. within buildings;
 - e) To check on a regular basis the quality of water within buildings;
 - f) To train staff and contractors to ensure that works carried out on water services comply with legislation and the policy;
 - g) To ensure that any risk of contamination is removed or reduced in an efficient, cost effective manner with the minimum disruption to building users.
- 5.3 The Approved Code of Practice also requires the allocation of roles and responsibilities and these are set out on page 8 of the draft policy.
- 5.4 The Policy sets out the survey programme for the Council owned and managed premises and the routine maintenance required to comply with the Council's duties. Water sampling is not required under normal circumstances (that is, where water systems are in regular use). However, some sampling is required where, for example, water temperatures are kept too low to kill the Legionella bacteria and the Policy sets out where such sampling is required and what actions to take in the event of an outbreak.

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5.5 Appendix 2 sets out the Water Services Log Book which will be kept at each of the Council's owned and managed premises and will be completed by the premises occupier and maintenance contractors. This will record actions taken in respect of water quality to demonstrate the Council's compliance with its duties and the legislation. The Log Books for all Council owned and managed premises will be checked regularly by Asset Maintenance Officers to ensure that the Council's duties are being met.

5.6 The revenue requested as part of the budget bids will enable the Council to comply with its duties and this Policy by providing the resources to carry out the monitoring of water systems in Council owned and managed buildings.

6. Other Implications

- | | | |
|------------------|---|--|
| Asset Management | - | The Council is responsible for water quality in its owned and managed buildings to ensure that they are safe for use by staff and members of the public. |
| Community Safety | - | There are no specific Community Safety implications. |
| Human Resources | - | All management and monitoring of water quality will be carried out within existing resources. |
| Social Exclusion | - | There are no specific social exclusion implications. |

7. Lessons Learnt

7.1 High profile cases such as the case in 2002 involving Barrow Borough Council demonstrate the importance of water quality in protecting public health. Significant fines and/or imprisonment could result if death occurred as a result of Council failure to manage water quality in its premises in a satisfactory manner.

8. Background Papers

8.1 HES Guidance: Legionnaire's disease – The control of legionella bacteria in water systems – Approved Code of Practice and Guidance (L8).

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8.2 Worcestershire County Council: Water Quality – Management Arrangements for the Control of Legionella and Maintenance on Wholesome Water Quality in Redditch Borough Council owned and managed Buildings.

8.3 Report of the public meetings into the legionella outbreak in Barrow-in-Furness, August 2002.

9. Consultation

This report has been prepared in consultation with relevant Borough Council Officers.

10. Author of Report

The author of this report is John Homer (Asset Maintenance Officer), who can be contacted on extension 3704 (e-mail: john.homer@redditchbc.gov.uk) for more information.

11. Appendices

Appendix 1 – Draft Water Quality Policy
Appendix 2 – Water Services Log Book

Executive Committee

No Direct Ward Relevance

6th January 2010

PRIVATE SECTOR HOUSING STRATEGY 2010 - 2015

Report of the Head of Strategy and Partnerships

1. Summary of Proposals

The committee is asked to recommend the adoption of the Private Sector Housing Strategy and Action Plan. The Council is required to produce a Private Sector Housing Strategy taking into account the current issues affecting the sector. This strategy replaces the Private Sector Housing Strategy 2004.

The Council has undertaken stock condition research through the Building Research Establishment and surveyed residents to identify the issues and the action plan has been produced to raise the standards in housing conditions in the private sector and give support and advice to private sector tenants and vulnerable households.

2. Recommendations

The Committee is asked to RECOMMEND that

the Private Sector Housing Strategy, as attached at Appendix A to the report, be adopted.

3. Financial, Legal, Policy, Risk and Sustainability Implications

Financial

- 3.1 The Council receives an allocation from the Regional Housing Capital Pot to support regeneration in the Private Sector. The Council's proposed allocation for 2010/11 is £77,000.
- 3.2 This allocation will be used to support the delivery of the strategy's action plan.

Legal

- 3.3 Under Section 2 of the Local Government Act 2000, the Council has the power to do anything which it considers is likely to achieve the promotion or improvement of the social, economic or environmental well-being of its area.

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- 3.4 The Housing Act 2004 requires the Council to keep the housing stock under review to identify any action that may need to be taken by them.
 - 3.5 The Regulatory Reform Order (Housing Assistance) (England and Wales) Order 2002 requires the Council to publish how it intends to improve the housing in its area.

Policy

- 3.5 This strategy is an update from the 2005 Private Sector Housing Strategy

Risk

- 3.6 Without a clear strategy for the private sector housing function, staff and other resources in the form of schemes, grants and support could be misdirected and wasted. The Audit Commission report *Why the strategic housing role matters* (September 2009) highlights a need for Council's to prioritise targets relating to existing stock.

Sustainability / Environmental / Climate Change

- 3.7 Reducing empty homes creates more sustainable communities. Utilising existing resources for housing need creates less of an environmental impact than new build.
- 3.8 Making homes decent and more energy efficient results in reduced energy consumption and reduces fuel poverty.

Report

4. Background

- 4.1 Central Government continues to promote the use of private rented sector homes for people in housing need.
- 4.2 The Housing Act 2004 introduced a number of measures that have impacted on the way local authorities operate a private sector housing service. This is the most significant piece of primary legislation relating to private sector housing. It reinforces the link between housing and health and introduced a measure for assessing health and safety hazards. The Housing, Health and Safety Rating System (HHSRS) replaced the 'fitness' standard for housing. The Act also strengthens and increases the rights for private tenants.

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- 4.3 The Audit Commission report *Why the strategic housing role matters* (September 2009) writes that well targeted spending on existing housing can yield financial benefits:
- a) £1 spent on housing support for a vulnerable person saves nearly £2 in health services, tenancy failure, crime and residential care;
 - b) Spending as little as £2,000 on adaptations to help an elderly person to stay in their own home can save £6,000 a year on care;
 - c) If only 5 per cent of empty homes could be brought back into use, councils' could cut the annual homelessness costs by £1/2 billion.

5. Key Issues

- 5.1 Building Research Establishment (BRE) completed a stock modelling survey of Redditch private housing (all non-social) in April 2009. This stock modelling survey is a proven desk top method of surveying homes using national data sets.
- 5.2 Central ward, with high density housing and high numbers of pre 1919 dwellings has the highest percentage of dwellings in the following categories: non-decent dwellings, dwellings with inadequate thermal comfort, dwellings with category 1 hazards, dwellings in disrepair, non-modern dwellings, dwellings in fuel poverty, vulnerable households, vulnerable households living in non-decent accommodation.
- 5.3 Based on the evidence of the BRE stock modelling data this strategy recognises there are significant issues in older areas of the Borough and hot spots in part of the former new town areas. Resources and policies should be focussed towards the areas of most need, these being the older dwellings that are situated in Central and adjacent wards (Lodge Park and Abbey).
- 5.4 A snapshot survey took place during summer 2009 using face to face contact with customers, Redditch Borough Council's website and a postal/email survey of private tenants, landlords and owner occupiers to see which private sector housing services are seen as priority.
- 5.5 This survey shows that residents' top priorities are:
- a) Assistance to low-income households on property maintenance and helping arrange subsidised loans;

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- b) Returning empty properties back to use;
 - c) Helping older people and people with disabilities to live independently in their own homes by providing stairlifts, wider doorways, etc;
 - d) Advice on reducing energy use and combating fuel poverty.
- 5.6 To reflect the issues from the stock condition research and residents priorities this strategy has to two main strategic aims:
- a) Improve housing conditions in the private sector;
 - b) Give support and advice to private sector tenants and vulnerable households.

6. Other Implications

Asset Management - None identified.

Community Safety - Making homes decent and safe is a commitment of this private sector housing strategy.

Human Resources - None Identified.

Social Exclusion - This strategy aims to support and advise private tenants and vulnerable households. There are objectives in this strategy aimed at socially excluded groups.

Private landlord training and development increases awareness of issues affecting vulnerable groups.

7. Lessons Learnt

Without an evidenced Private Sector Housing Strategy, the Council may direct its private sector resources to issues that are not a high priority for the sector and receive a poor inspection rating.

8. Background Papers

None.

9. Consultation

Relevant Borough Council Officers.

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10. Author of Report

The author of the report is Alexandra Gittins (Housing Policy Officer) who can be contacted on extension 3225 (e-mail alexandra.gittins@redditchbc.gov.uk) for more information.

11. Appendices

Appendix 1 - Action Plan of previous strategy with updates
Appendix 2 – BRE Indicator definitions
Appendix 3 – BRE Methodology

Executive Committee

Abbey Ward

6th January 2010

FORMER COVERED MARKET – INITIAL OPTIONS APPRAISAL

(Report of the Head of Legal, Democratic & Property Services)

1. Summary of Proposals

To ask Members to consider the options available for the site of the former Covered Market.

2. Recommendations

The Committee is asked to RESOLVE that

EITHER

- 1) the site be declared surplus to the Council's requirements; AND/OR
- 2) Property Services, in conjunction with Planning Services, be authorised to work up a detailed development brief to be reported to a future Executive Committee meeting; AND/OR
- 3) the Property Services Manager be authorised to secure any short term interim uses of the former covered market area that would generate income, subject to planning considerations and in consultation with relevant Portfolio Holder.

3. Financial, Legal, Policy, Risk and Sustainability Implications

Financial

- 3.1 There is a small budget for repairs to the site of £2,900 for 2009/10.
- 3.2 Property Services have negotiated with the Valuation Office and have secured the site's removal from the rating list so that void rates are no longer payable.
- 3.3 Rent for uses such as a contractors' compound may generate additional revenue in the short term for the site until its future is decided.

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- 3.4 A capital receipt will be receivable if the site is disposed of for redevelopment but the level of such receipt will be dictated by the extent of any proposed scheme and the prevailing market conditions.

Legal

- 3.5 The Council is required to dispose of any interest in land including leases for the best consideration possible in accordance with Section 123 of the Local Government Act 1972. A short lease of less than 7 years may, however, be let at less than best rental if the proposal supports the Council's policies / work.
- 3.6 The Council's title to the site is in the process of being registered under the Council's Voluntary Land Registration Programme and will be fully investigated by Legal Services as part of any detailed appraisal to assess any restrictions that may affect the site.

Policy

- 3.7 The Council's agreed Strategy for the Asset Management Plan is to ensure that asset holdings reflect organisational requirements to meet current service delivery needs.
- 3.8 The monitoring and review of the use of the Council's assets in supporting Value for Money delivery of services embraces the acquisition and disposal of property.
- 3.9 Planning Services have not supported previous applications for permanent car parking as this would be against current policy.
- 3.10 The Town Centre Strategy has been formally adopted by Members and recommends mixed use for the site including residential and café/restaurant offer.

Risk

- 3.11 The site is currently vacant and will continue to attract petty vandalism and ongoing maintenance if retained in its current status.
- 3.12 Marketing of the site in the current poor economic conditions may result in a reduced number of interested developers and a depressed capital value. It is possible that no acceptable interest would be generated and the site would be retained until the market improves.

Sustainability / Environmental

- 3.13 These matters would be fully addressed through the planning process and any development brief produced.

Report**4. Background**

- 4.1 Officers have been asked to consider options for the use or redevelopment of the former Covered Market site.
- 4.2 The original open market site in Royal Square was sold by the Council to Scottish Widows to allow the Kingfisher Centre extension which is now occupied predominantly by Debenhams.
- 4.3 Redditch Market was then temporarily sited in its current location on Market Place and Alcester Street whilst the Covered Market was being constructed.
- 4.4 The Covered Market was required to be constructed as part of the sale agreement and was opened in 2003 and Redditch Market then relocated from Market Place/Alcester Street.
- 4.5 The Covered Market location proved to be unpopular with shoppers and ultimately traders, resulting in a steady decline over several years.
- 4.6 Property Services undertook a review of the operation of Redditch Market in consultation with the remaining traders during early 2006. It quickly became evident that the Covered Market location was unsustainable and that the only feasible way Redditch Market could survive was to relocate to Market Place. Members' support for an initial 2 year trial was obtained in June 2006. The move proved to be successful, resulting in permanent planning permission being obtained in 2009.

5. Key Issues

- 5.1 Property Services submitted a planning application for general car parking use on the Covered Market site in March 2007 but this was withdrawn as Planning Officers could not support this use even for a 2-3 year temporary term as it was against Local Plan Policy.
- 5.2 The owners of the Kingfisher Centre have been approached with a view to selling the site to them, but they have confirmed that they have no interest in acquiring or developing the site.

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- 5.3 Other than occasional uses, there have been no long term Council uses identified for the site.
- 5.4 Officers on the Development Group have discussed alternative uses and have favoured a mixed retail and apartment development.
- 5.5 In March 2009 Arup working alongside market experts Jones Long La Salle and Urban Design Specialist Martin Brown were appointed by Redditch Borough Council to deliver a Town Centre Strategy (TCS) for Redditch effectively encompassing everything within the ring road and just beyond, including the Former Covered Market site.
- 5.6 The draft Strategy recommends that the former Covered Market site be utilised predominantly for a single aspect residential development with ancillary retail and restaurant/café offer.
- 5.7 Achieving the aspirations of the TCS in the current economic climate would be very challenging. Current professional opinion is that the residential market will improve slowly over the next 3-4 years and even then may not attain the same levels seen in 2007.
- 5.8 The only way to adjudge current interest would be to undertake some form of market testing which may or may not result in a developer coming forward. A Development Brief of some description or planning guidance would need to be produced before market testing could take place.
- 5.9 Interim uses may need to be considered in more detail if the site is to remain undeveloped for a lengthy period.
- 5.10 There will be resource implications in driving this project forward and a successful bid for revenue funding may be required if in due course a decision to proceed is taken.

6. Other Implications

Asset Management

The proposed disposals are in accordance with the current Asset Management Strategy Plan and have been appraised using good asset management practice guidelines.

Community Safety

The Town Centre Strategy addresses this issue in detail but any development will seek to reduce anti-social behaviour and will be built in accordance with "Secure by Design" principles.

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| Human Resources | None other than Property, Planning and Legal Services' Officer time. |
| Social Exclusion | The proposal as part of the Town Centre Strategy will encourage social inclusion. |

7. Lessons Learnt

None indicated.

8. Background Papers

Relevant papers are held within the Property Services Team and Town Centre Strategy.

9. Consultation

There has been no specific consultation other than with relevant Borough Council Officers. Wider consultation has been undertaken in producing the Town Centre Strategy.

10. Author of Report

The author of this report is Rob Kindon (Property Services Manager), who can be contacted on extension 3303 (e-mail: rob.kindon@redditchbc.gov.uk) for more information.

Executive Committee

No Specific Ward Relevance

6th January 2010

CORPORATE SICKNESS STATISTICS

(Report of the Head of Human Resources and Communications)

1. Summary of Proposals

To bring to Members' attention the current sickness statistics for the Council for the period July 2009 – Sept 2009 and to outline the work programme by Officers to assist in the reduction of these statistics.

2. Recommendations

The Committee is asked to **RESOLVE** that

- 1) the statistics be noted; and
- 2) the programme outlined in the report to reduce sickness absence be approved.

3. Financial, Legal, Policy, Risk and Sustainability Implications

Financial

- 3.1 There is a health and safety budget available. In addition funding can be obtained to target specific health promotions. There is a Service Level Agreement in place with WCC for the provision of Occupational Health services.
- 3.2 Additional costs could be incurred through agency staff to cover sickness absence.

Legal

- 3.3 The Council has a current Sickness Absence Policy. There are legal implications for the Council under Health and Safety at Work Act, "duty of care" for employees.

Policy

- 3.4 The sickness absence policy is currently under review as part of the Harmonisation of Policies we are undertaking with Bromsgrove District Council.

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Risk

- 3.5 There is a risk to service delivery and performance if there are high sickness levels in the organisation.
- 3.6 There are a number of changes taking place within the authority that could impact on the future absence levels. For example Job Evaluation and Shared Services.
- 3.7 The current outbreak of Swine Flu is likely to impact on future sickness absence levels

Sustainability / Environmental

- 3.8 None

Report

4. Background

At the meeting of this Committee on 11 June 2008 Members requested a brief report be brought to alternate future meetings, outlining the current sickness absence statistics within the authority.

5. Key Issues

- 5.1 Overview of sickness absence statistics are shown as Appendix 1. Details of current sickness absence statistics per department are shown at Appendix 2. A breakdown of reasons per department is shown as Appendix 3.
- 5.2 Sickness absence target for 09/10 is set at 8 days per FTE, the 1st quarter 1.83 and the 2nd quarter sickness absence outturn was 2.02 days per FTE, however the targets are not yet profiled to account for those quarters during the year when higher sickness absence levels are anticipated.
- 5.3 The numbers of employees who have been absent from work due to suspected or confirmed swine flu is 40 employees.
- 5.4 Payroll have issued a reminder to all employees and Managers to ensure sickness absence paperwork is completed and returned promptly as this impacts on the reporting of accurate sickness statistics .
- 5.5 Members requested at the Executive meeting in August for the figures to be compared to statistics available. The comparable data is shown below.

The DLA Piper benchmarking survey 2009

- 5.6 The survey directly compares Redditch absence levels to that of the average for Districts and All local authorities.
- 5.7 The survey identifies that we are comparable to other Districts and lower than that of the average for all Local Authorities.

Redditch **9.19 days** (June 2008 - May 2009)

Districts Average 9.1 days

All Local Authorities Average 10.5 days

Chartered Institute of Personnel and Development (CIPD) Absence Survey for 2009 reports

- 5.8 Public Sector 9.7 days per employee per year a slight decrease from the previous years figures of 9.8.
- 5.9 Private Sector 6.4 days per employee a decrease from previous year at 7.2 days.
- 5.9 CIPD report that a possible reason for the decrease in sickness levels was identified by employers are possibly due to increased employee concern over job security. 56% of organisations that participated in the survey have made redundancies in the last 12 months and 4 in 10 employers use absence data as part of the criterion when selecting for redundancy. Restricted sick pay is also identified as a contributing factor to the reduction in absence levels.
- 5.10 Sickness absence toolkit has been developed to assist managers managing staff through the sickness absence policy. The toolkit is available on the intranet.
- 5.11 Stress risk assessments have been introduced for all employees returning following a stress related absence. Managers are required to undertake the risk assessment with advice from Human Resources.
- 5.12 A trigger process has been implemented to ensure there is communication between, Payroll, HR Officer and Line Manager when an employee is absent with a stress related absence.

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- 5.13 A close working relationship had been developed with the PCT and are working in partnership to promote health awareness and signpost employees to where specific support is available. In partnership with the PCT, a Breast Awareness talk for staff took place in October, further Health promotion events will be arranged throughout the year.
- 5.14 We are introducing letters to staff in recognition of their exemplary attendance record.

Future Development

- 5.15 The Sickness Absence policy will be reviewed in conjunction with BDC as part of the harmonizing of employment policies.
- 5.16 The payroll team will be embarking on reviewing payroll processes using the LEAN principles, sickness recording will be reviewed as part of the exercise to improve the recording of sickness absence to enable real time data to be available.
- 5.17 Sickness reporting will be reviewed when the HR21 (Kiosk system) which is planned to be introduced next year. The HR21 facility will enable the development of electronic forms and self service for employees.
- 5.18 A stress toolkit is being drafted to support managers who are working with employees who are absent from work due to stress. This will be referred to Health and Safety Committee.
- 5.19 The costs of a stress audit are currently being investigated.

6. Other Implications

Asset Management - None.

Community Safety - None.

Human Resources - Resources to support managers in the process, and arrangement of referrals.

Social Exclusion - None.

7. Lessons Learnt

None.

8. Background Papers

Records within Human Resources (some of which may be exempt).

9. Consultation

9.1 This report has been prepared in consultation with relevant Borough Council Officers.

9.2 Trade Union Representatives are also consulted.

10. Author of Report

The author of this report is Becky Barr, (Human Resources & Development Manager) who can be contacted on extension 3385 (e-mail: becky.barr@redditchbc.gov.uk) for more information.

11. Appendices

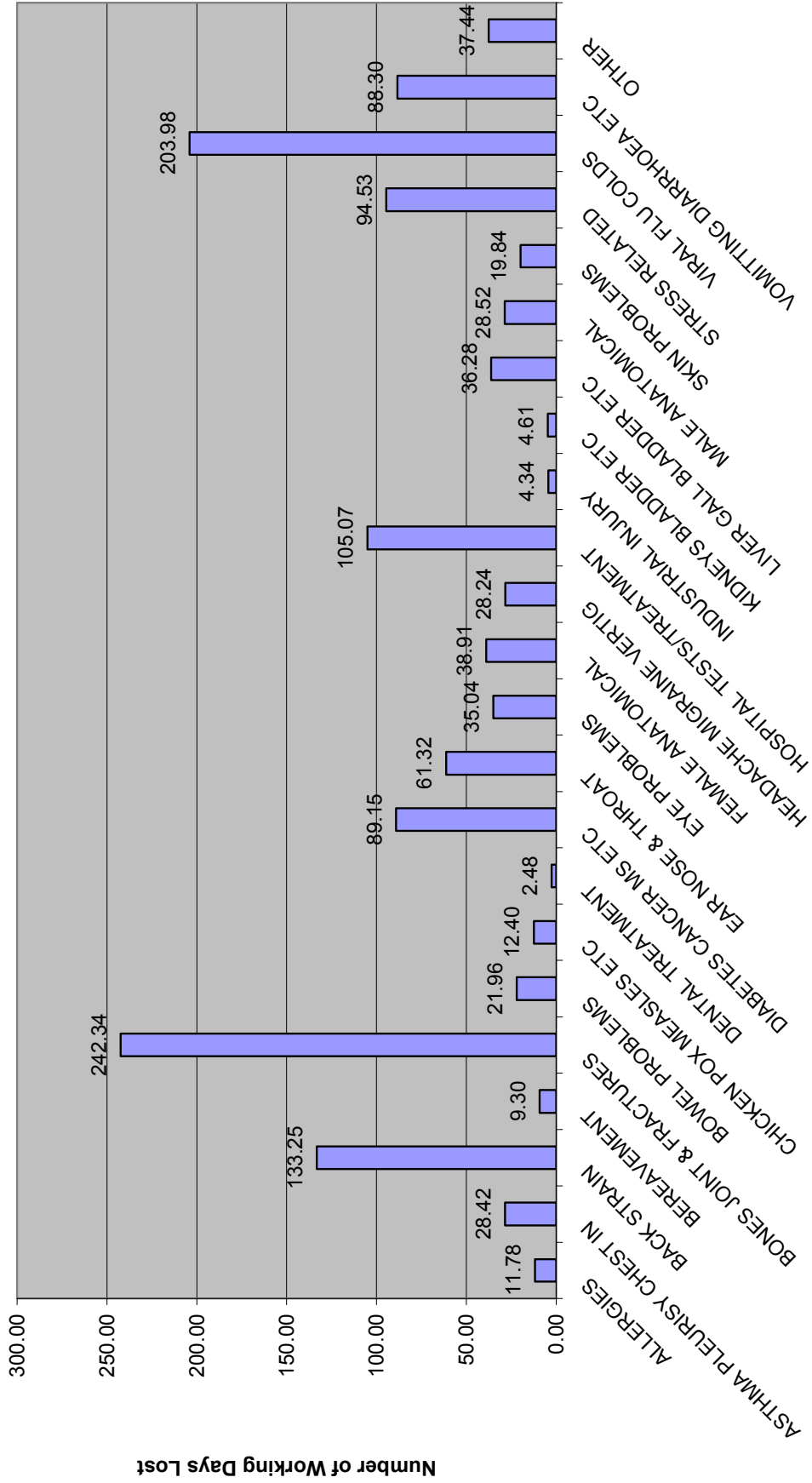
- | | | |
|------------|---|--|
| Appendix 1 | - | Overview of sickness absence statistics. |
| Appendix 2 | - | Details of current sickness absence statistics per department. |
| Appendix 3 | - | A breakdown of reasons per department. |

Sickness Figures for 2009/2010 by Service

| SERVICE | Actual no. of employees absent - September 09 | Total FTE @ September 09 | Days per FTE - Year to Date | Projected - per FTE | | | | | | | | | | | | BYPI 12 Sick Days Per FTE in Month 2009-10 2008-09 Year | Annual | | | | | | | | | |
|---------------------------------------|---|--------------------------|-----------------------------|---------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-----------|--|--------|-----------|-----------|-----------|------|------|------|------|------|--|
| | | | | Average | | | | | | | | | | | | | | | | | | | | | | |
| | | | | Apr-09 | May-09 | Jun-09 | Jul-09 | Aug-09 | Sep-09 | Oct-09 | Nov-09 | Dec-09 | Jan-10 | Feb-10 | Quarter 1 | | | Quarter 2 | Quarter 3 | Quarter 4 | | | | | | |
| Legal, Democratic & Property Services | 139.76 | 3.19 | 43.82 | 32.48 | 32.48 | 45.88 | 45.89 | 43.82 | | | | | | | | | | | | | | | | | | |
| Short term Absences up to 28 days | 121.16 | 2.76 | 22.42 | 9.61 | 8.68 | 31.72 | 31.72 | 43.88 | | | | | | | | | | | | | | | | | | |
| Long term Absences 29 days+ | 18.60 | 0.42 | 18.60 | 28.83 | 1.18 | 0.84 | 0.69 | 1.00 | | | | | | | | | | | | | | | | | | |
| Finance, Revenues & Benefits | 169.51 | 2.76 | 61.39 | 59.70 | 59.40 | 63.08 | 61.39 | 61.39 | | | | | | | | | | | | | | | | | | |
| Short term Absences up to 28 days | 150.91 | 2.46 | 41.72 | 28.70 | 30.86 | 12.01 | 24.26 | 13.36 | | | | | | | | | | | | | | | | | | |
| Long term Absences 29 days+ | 18.60 | 0.30 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 18.60 | | | | | | | | | | | | | | | | | | |
| Asset & Maintenance | 181.83 | 2.71 | 67.04 | 89.70 | 83.20 | 68.06 | 67.04 | 67.04 | | | | | | | | | | | | | | | | | | |
| Short term Absences up to 28 days | 181.83 | 2.71 | 43.67 | 27.28 | 18.50 | 17.98 | 61.38 | 13.02 | | | | | | | | | | | | | | | | | | |
| Long term Absences 29 days+ | 0.00 | 0.00 | 0.50 | 0.30 | 0.22 | 0.26 | 0.90 | 0.19 | | | | | | | | | | | | | | | | | | |
| Housing & Community | 533.87 | 5.29 | 100.98 | 101.56 | 96.93 | 99.13 | 100.98 | 100.98 | | | | | | | | | | | | | | | | | | |
| Short term Absences up to 28 days | 269.31 | 2.67 | 33.12 | 52.73 | 38.26 | 59.54 | 45.49 | 40.17 | | | | | | | | | | | | | | | | | | |
| Long term Absences 29 days+ | 264.56 | 2.62 | 37.95 | 46.49 | 73.90 | 31.43 | 43.12 | 31.67 | | | | | | | | | | | | | | | | | | |
| Operations | 568.40 | 4.66 | 122.00 | 130.37 | 132.79 | 122.82 | 122.19 | 122.00 | | | | | | | | | | | | | | | | | | |
| Short term Absences up to 28 days | 405.78 | 3.33 | 32.24 | 55.18 | 52.39 | 90.21 | 82.14 | 93.62 | | | | | | | | | | | | | | | | | | |
| Long term Absences 29 days+ | 162.62 | 1.33 | 48.51 | 11.69 | 11.31 | 11.69 | 50.13 | 29.29 | | | | | | | | | | | | | | | | | | |
| Environment | 91.80 | 2.72 | 33.79 | 34.02 | 34.16 | 34.83 | 33.79 | 33.79 | | | | | | | | | | | | | | | | | | |
| Short term Absences up to 28 days | 73.20 | 2.17 | 3.10 | 8.68 | 19.61 | 17.98 | 13.64 | 10.19 | | | | | | | | | | | | | | | | | | |
| Long term Absences 29 days+ | 18.60 | 0.55 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | | | | | | | | | | | | | | | | | | |
| Planning & Building Control | 23.33 | 1.00 | 23.35 | 23.01 | 20.65 | 23.68 | 23.77 | 23.35 | | | | | | | | | | | | | | | | | | |
| Short term Absences up to 28 days | 23.33 | 1.00 | 7.44 | 4.98 | 2.50 | 4.42 | 0.62 | 3.37 | | | | | | | | | | | | | | | | | | |
| Long term Absences 29 days+ | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | | | | | | | | | | | | | | | | | | |
| Strategy & Partnerships | 31.57 | 1.63 | 19.33 | 21.20 | 20.33 | 18.33 | 18.33 | 19.33 | | | | | | | | | | | | | | | | | | |
| Short term Absences up to 28 days | 31.57 | 1.63 | 9.30 | 6.77 | 0.00 | 0.62 | 10.54 | 4.34 | | | | | | | | | | | | | | | | | | |
| Long term Absences 29 days+ | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | | | | | | | | | | | | | | | | | | |
| HR & Communications | 182.02 | 6.70 | 27.15 | 26.67 | 26.67 | 26.26 | 27.15 | 27.15 | | | | | | | | | | | | | | | | | | |
| Short term Absences up to 28 days | 31.36 | 1.16 | 9.30 | 0.00 | 9.92 | 8.42 | 1.24 | 2.48 | | | | | | | | | | | | | | | | | | |
| Long term Absences 29 days+ | 150.66 | 5.55 | 37.20 | 37.82 | 18.60 | 19.22 | 19.22 | 18.60 | | | | | | | | | | | | | | | | | | |
| Customer & IT | 135.88 | 3.38 | 40.25 | 41.92 | 40.30 | 40.32 | 40.25 | 40.25 | | | | | | | | | | | | | | | | | | |
| Short term Absences up to 28 days | 135.88 | 3.38 | 31.70 | 18.60 | 9.12 | 41.67 | 9.92 | 24.87 | | | | | | | | | | | | | | | | | | |
| Long term Absences 29 days+ | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | | | | | | | | | | | | | | | | | | |
| Leisure & Arts | 160.67 | 2.25 | 71.48 | 74.02 | 80.05 | 78.50 | 77.88 | 71.48 | | | | | | | | | | | | | | | | | | |
| Short term Absences up to 28 days | 108.30 | 1.52 | 5.55 | 13.24 | 6.88 | 35.63 | 25.81 | 21.19 | | | | | | | | | | | | | | | | | | |
| Long term Absences 29 days+ | 52.37 | 0.73 | 16.71 | 3.90 | 13.70 | 14.16 | 3.90 | 0.00 | | | | | | | | | | | | | | | | | | |
| Sure Start | 9.68 | 0.41 | 23.84 | 14.22 | 14.50 | 13.79 | 22.29 | 23.84 | | | | | | | | | | | | | | | | | | |
| Short term Absences up to 28 days | 9.68 | 0.41 | 0.00 | 0.35 | 0.00 | 2.98 | 1.24 | 5.11 | | | | | | | | | | | | | | | | | | |
| Long term Absences 29 days+ | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | | | | | | | | | | | | | | | | | | |
| Personal Assistant Service | 10.82 | 1.09 | 9.97 | 10.75 | 10.75 | 10.16 | 10.16 | 9.97 | | | | | | | | | | | | | | | | | | |
| Short term Absences up to 28 days | 10.82 | 1.09 | 0.62 | 0.00 | 10.20 | 0.00 | 0.00 | 0.00 | | | | | | | | | | | | | | | | | | |
| Long term Absences 29 days+ | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | | | | | | | | | | | | | | | | | | |
| TOTAL | 644.39 | 23.14 | 339.15 | 354.85 | 361.63 | 399.68 | 419.84 | 373.76 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | |
| Target 09/10 | 8.00 | | 1115.63 | 1193.28 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | |
| BYPI 12 Sick Days Per FTE in Month | 0.60 | 0.59 | 0.60 | 0.66 | 0.70 | 0.62 | 0.60 | 0.60 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | |

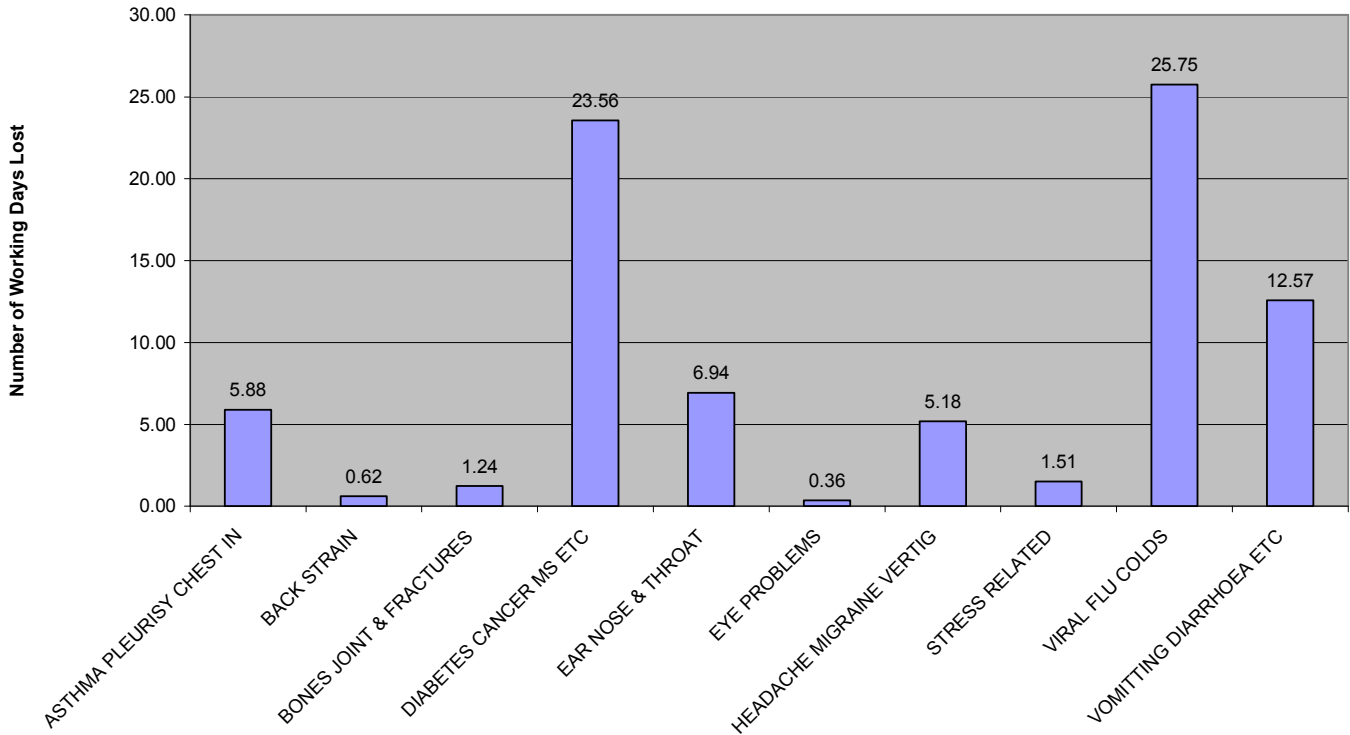
FTE March 09 602.83
 # of Months 12
 average

Redditch Borough Council - Reasons for Sickness (July - September 09)

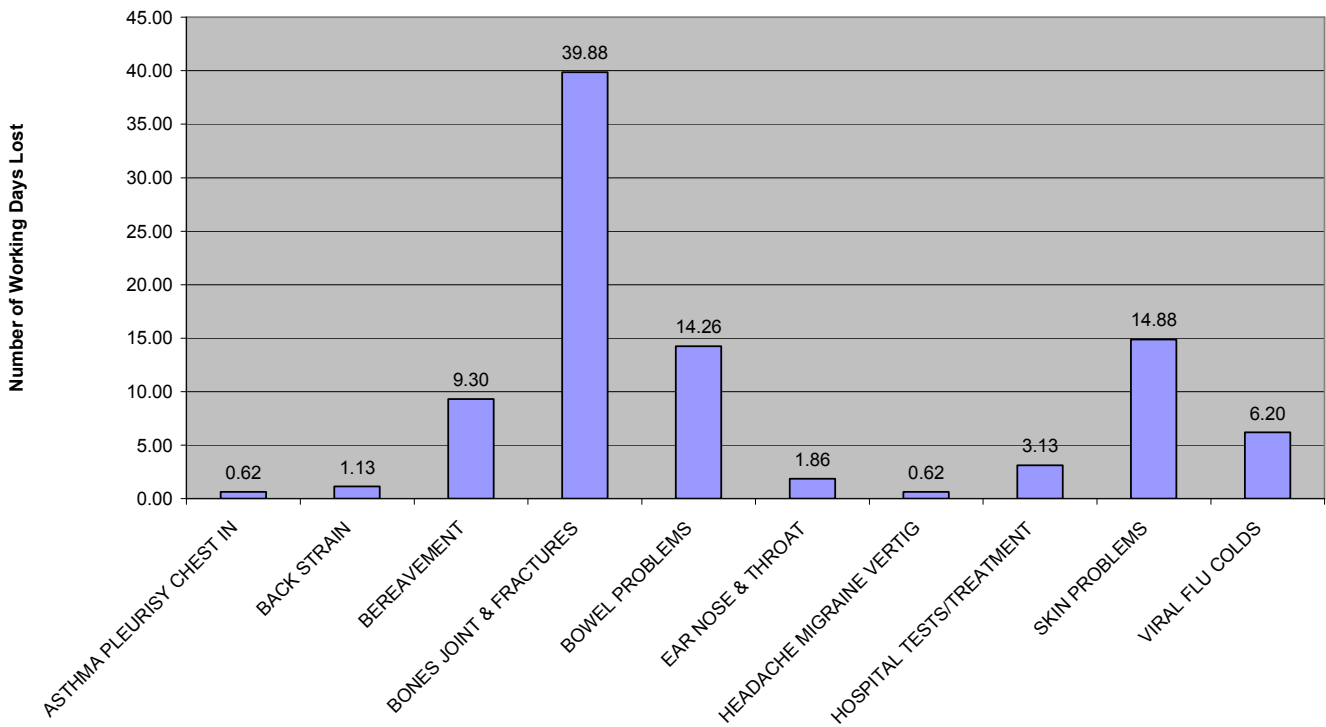


Appendix 3

Finance, Revenues & Benefits (July - September)

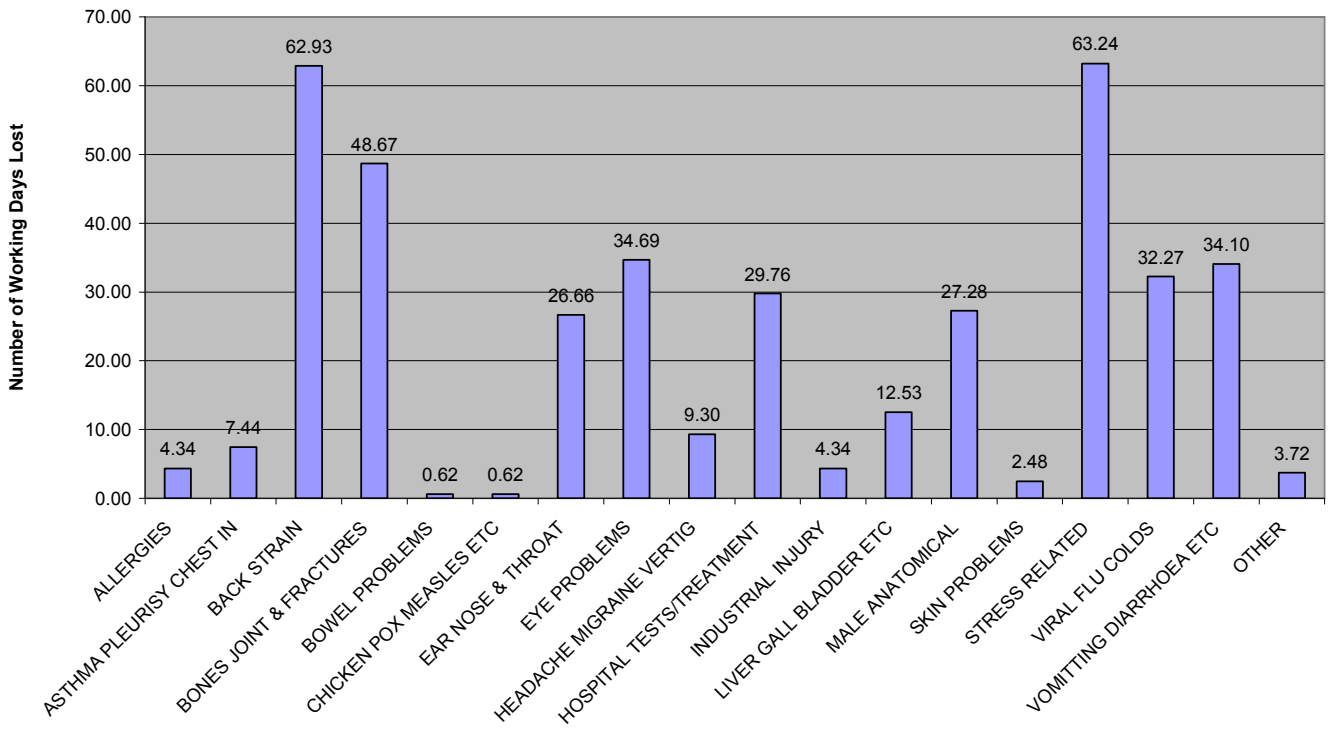


Legal, Democratic & Property Services (July - September)

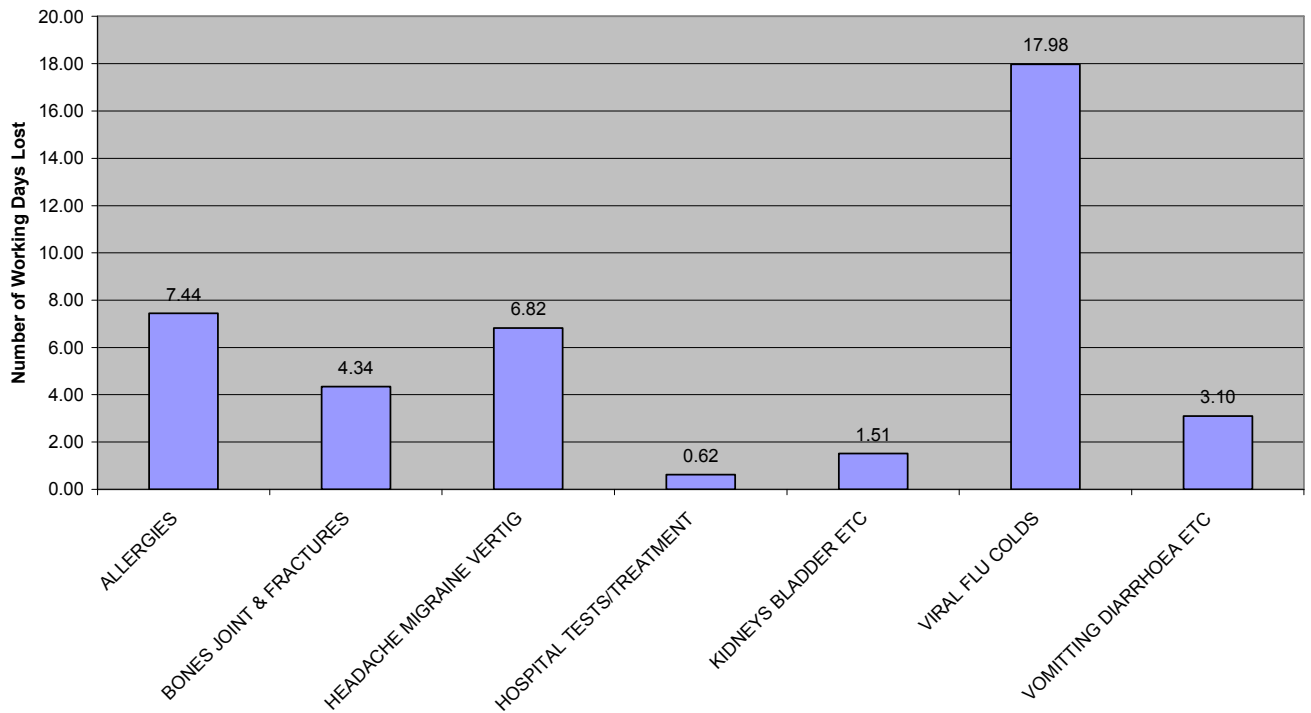


Appendix 3

Operations (July - September)

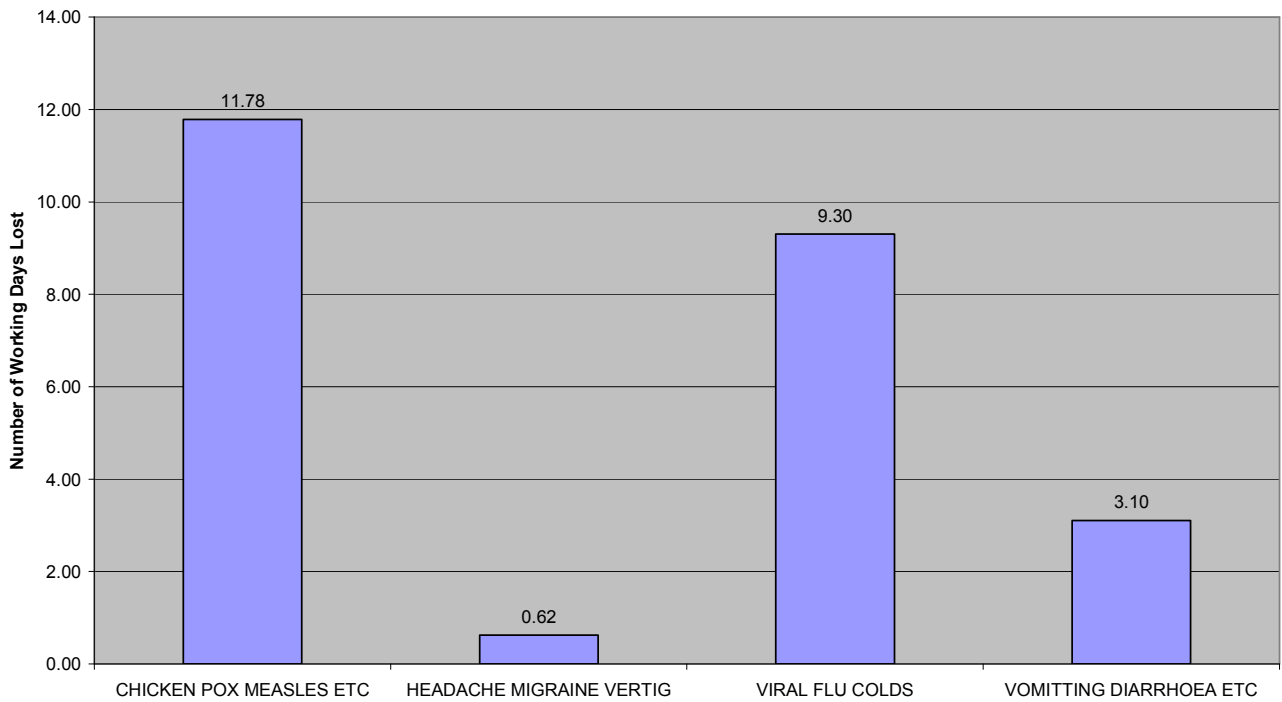


Environment (July - September)

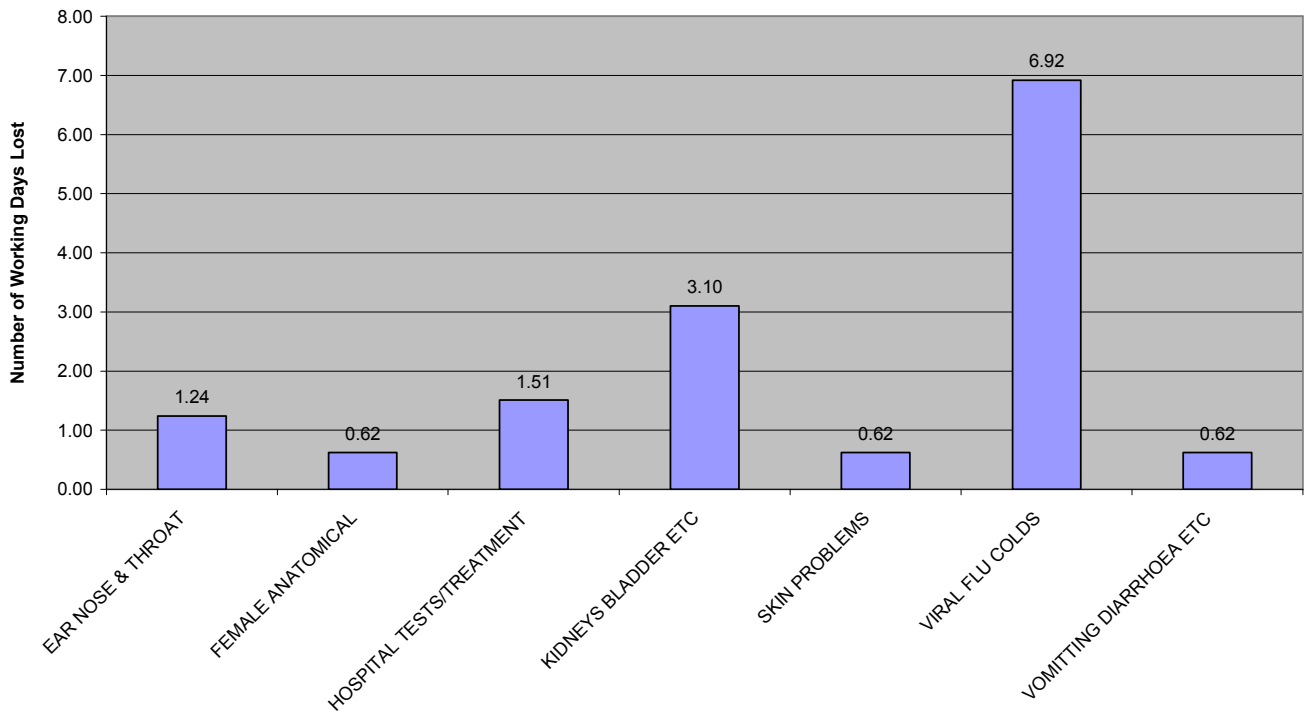


Appendix 3

Strategy & Partnerships (July - September)

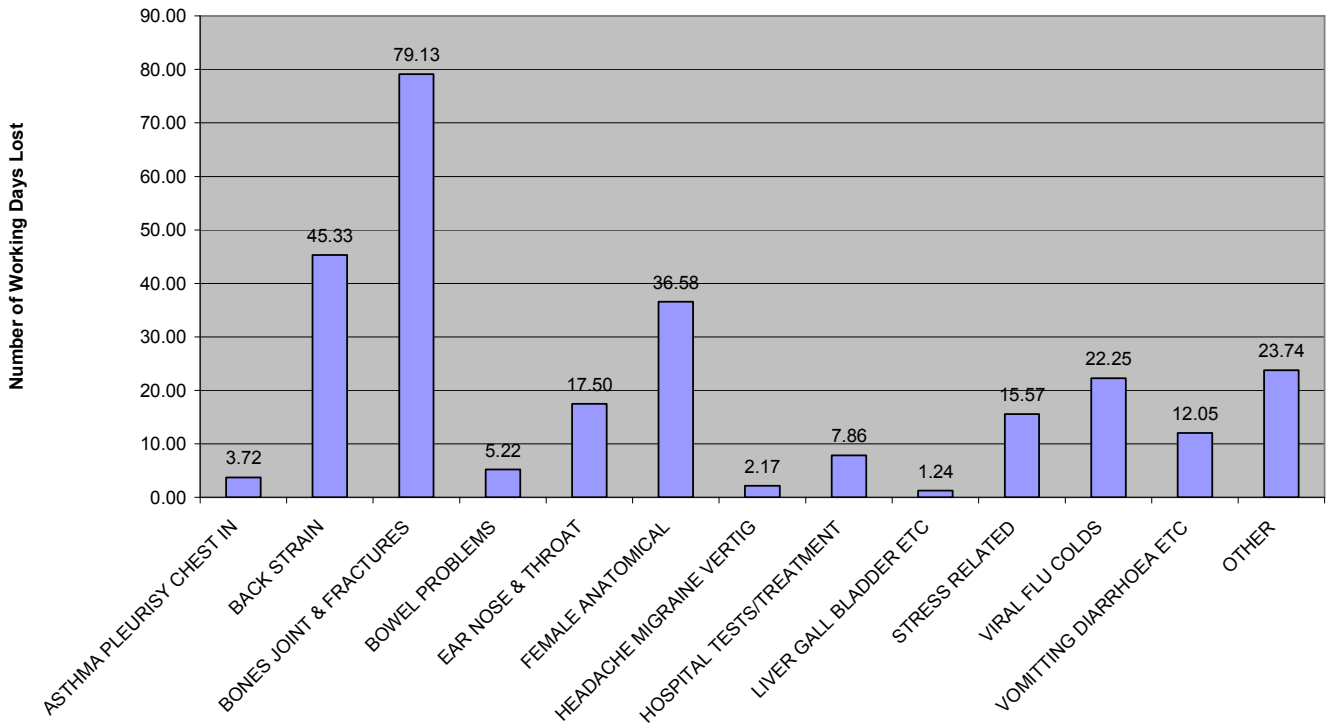


Planning & Building Control (July - September)

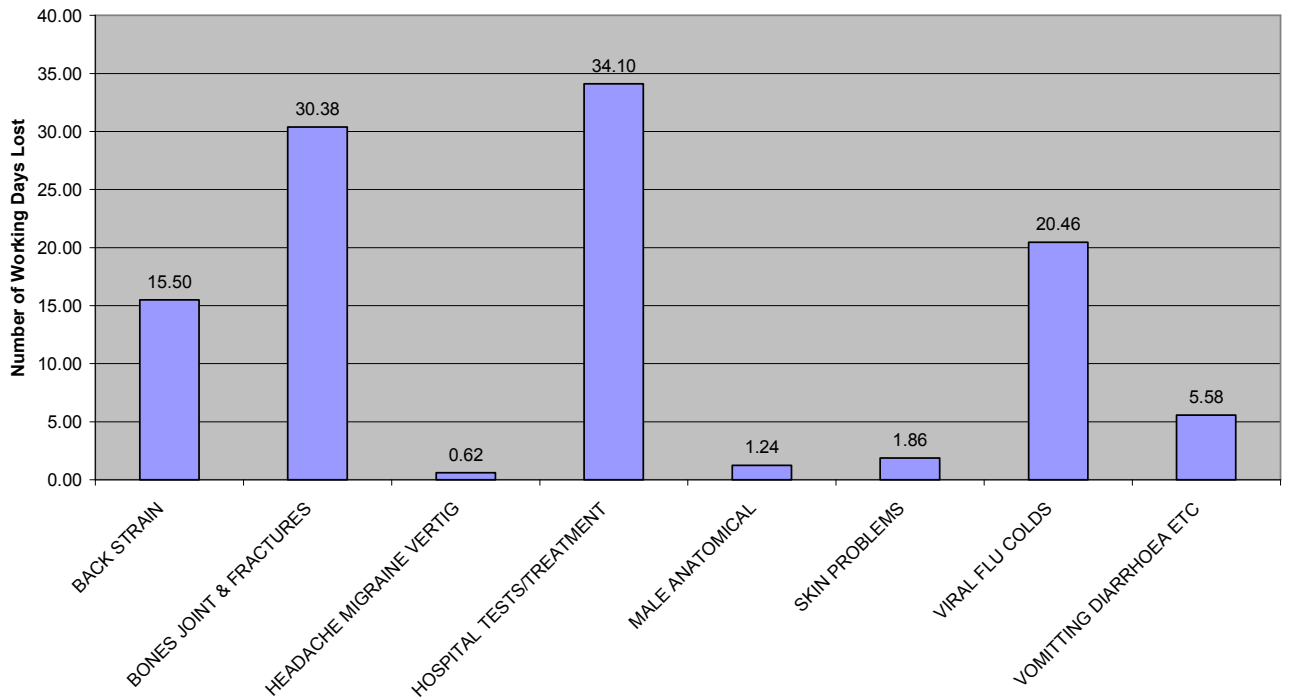


Appendix 3

Housing & Community Services (July - September)

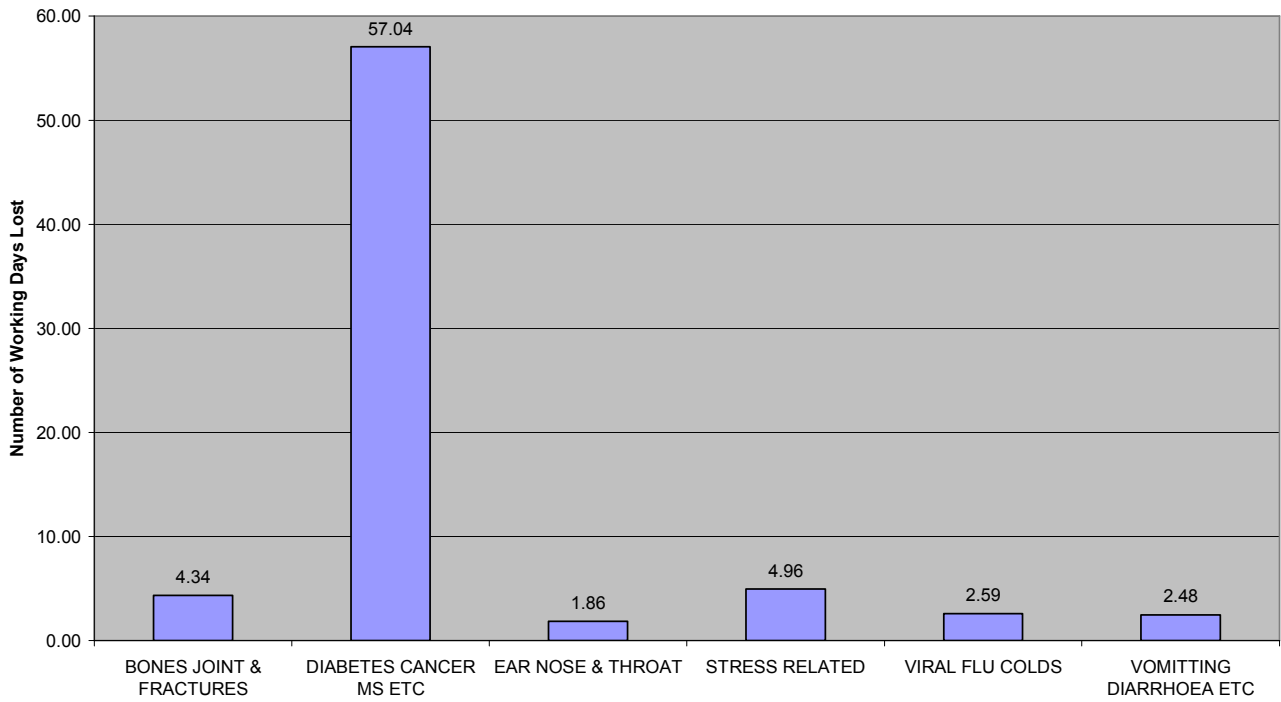


Asset & Maintenance (July - September)

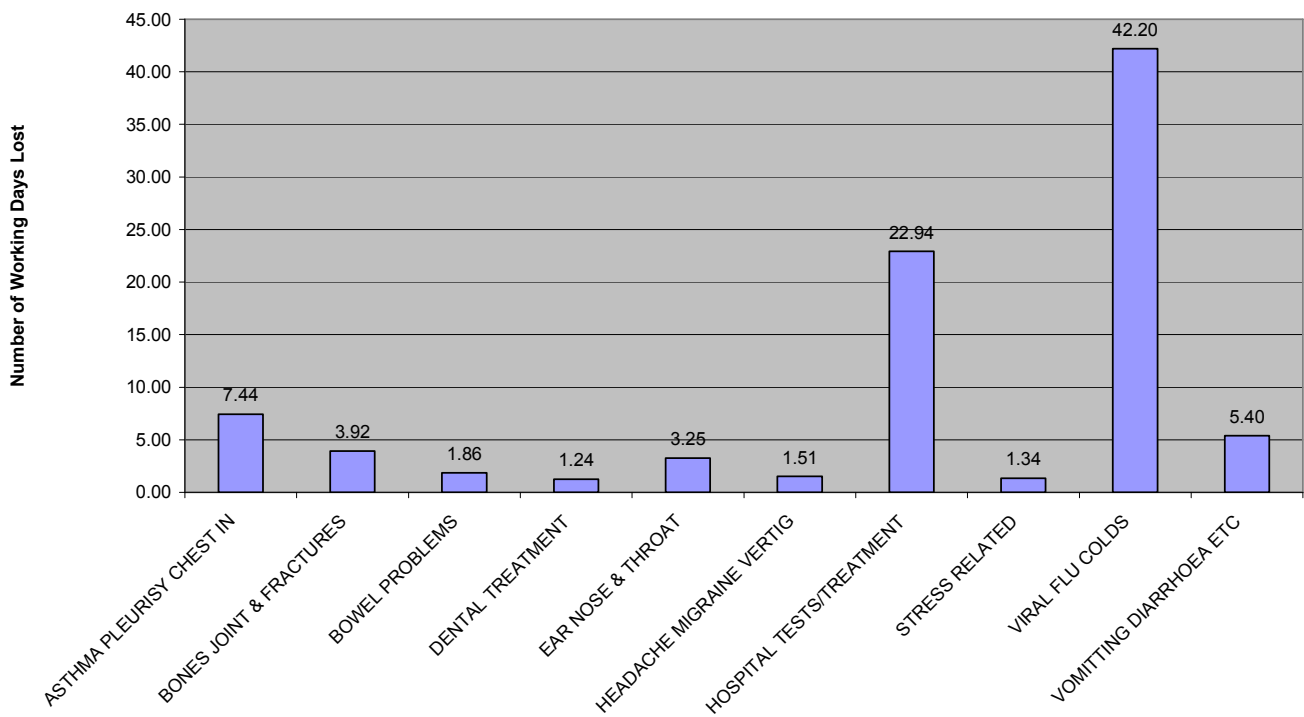


Appendix 3

HR & Communications (July - September)

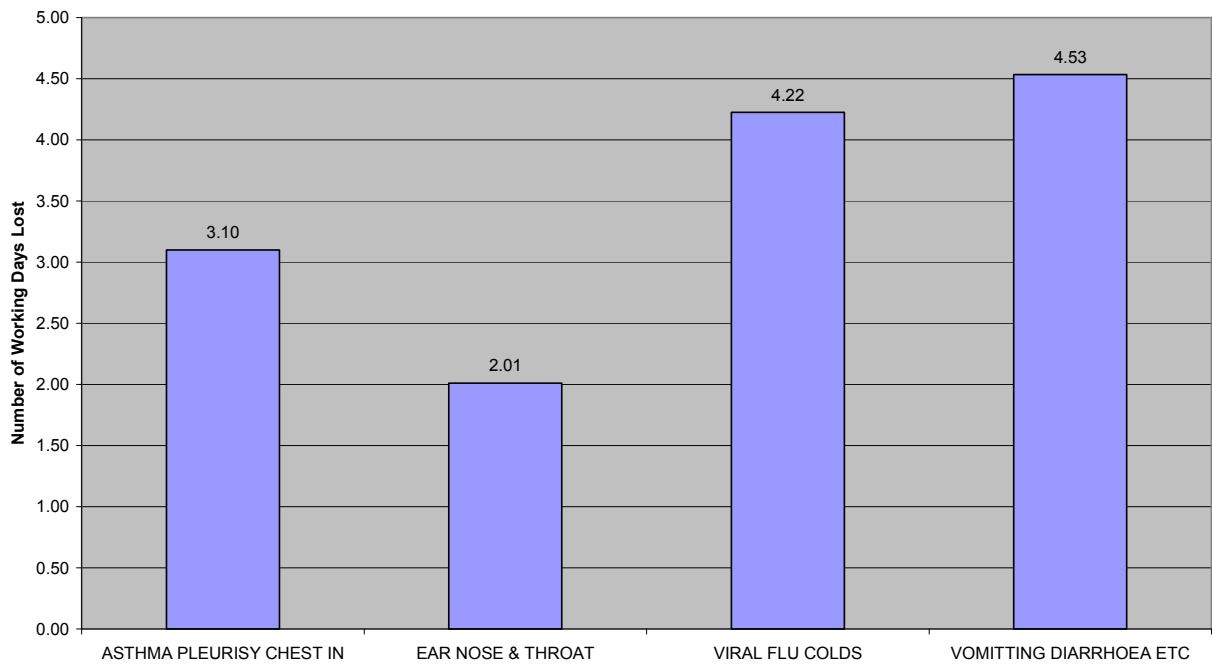


Customer & IT Services (July - September)

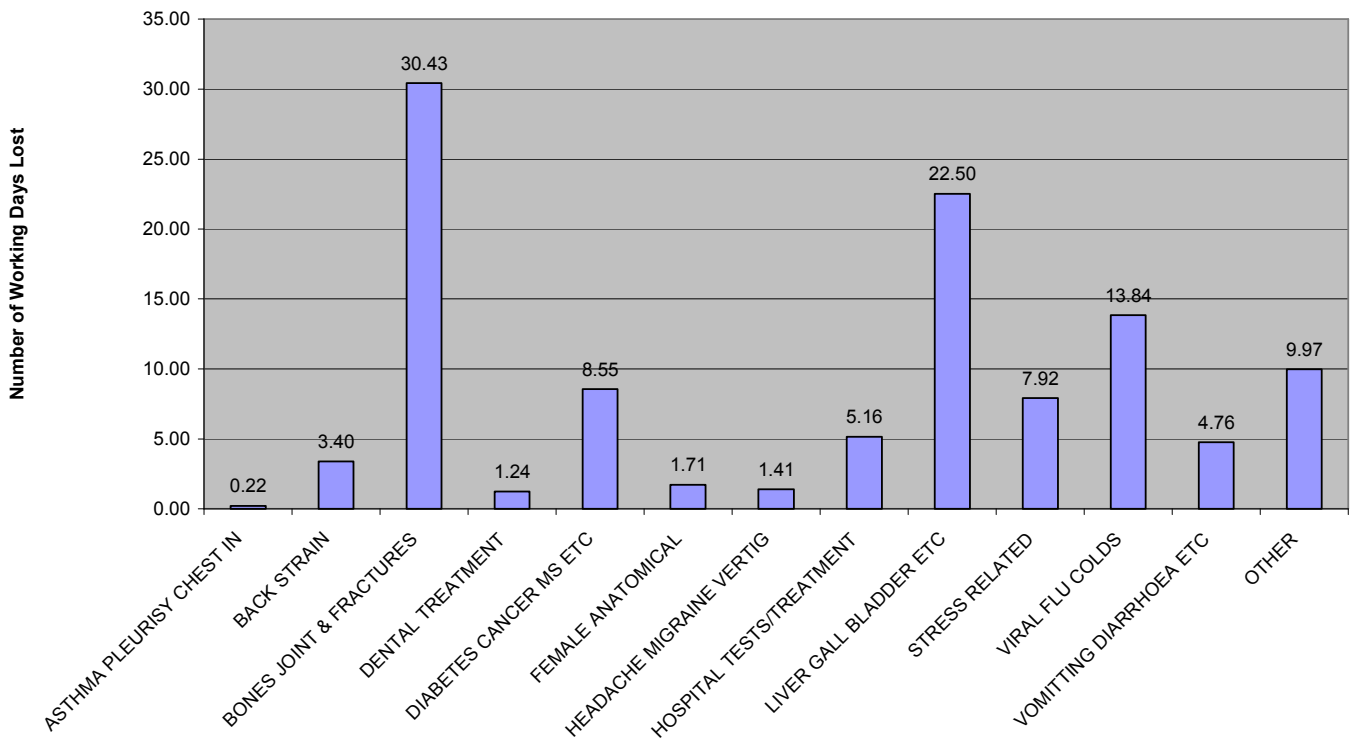


Appendix 3

Sure Start (July - September)



Leisure & Arts (July - September)





www.redditchbc.gov.uk

Overview and Scrutiny

Committee

25th November 2009

MINUTES

Present:

Councillor Phil Mould (Chair), Councillor David Smith (Vice-Chair) and Councillors K Banks, G Chance, R King, W Norton, J Pearce and D Taylor

Also Present:

Councillors M Braley, J Cookson, D Enderby, A Fry and G Hopkins.

Officers:

A Heighway, T Kristunas, S Skinner, and J Staniland.

Committee Officers:

J Bayley and D Sunman

114. APOLOGIES AND NAMED SUBSTITUTES

Apologies were received on behalf of Councillor Thomas. There were no named substitutes.

115. DECLARATIONS OF INTEREST AND OF PARTY WHIP

There were no declarations of interest or of any party whip.

116. MINUTES

RESOLVED that

the minutes of the meeting held on 4th November 2009 be confirmed as a correct record and signed by the Chair.

117. ACTIONS LIST

The Committee considered the latest version of the Actions List. Specific mention was made of the following matters:

.....

Chair

Overview and Scrutiny Committee

25th November 2009

a) Arrow Valley Countryside Centre – Consultant’s Report

Officers reported that this report had been programmed for pre-scrutiny at the meeting of the Overview and Scrutiny Committee on 13th January 2010.

b) Pre-scrutiny of Budget Bids and Fees and Charges

Officers reported that the report had not been available for pre-scrutiny as it was a draft report and could have been changed following the Portfolio Holder briefing.

RESOLVED that

the Actions List be noted.

118. CALL-IN AND PRE-SCRUTINY

The Committee considered the latest version of the Forward Plan. Officers reported on amendments made since the last Forward Plan had been published.

Members were informed that the Executive Committee had not approved the Garden Waste Strategy but had agreed that the redecoration of the Mayor’s Parlour should be prioritised in the programme for 2010 / 11.

There were no call-ins.

RESOLVED that

the report be noted.

119. TASK & FINISH REVIEWS - DRAFT SCOPING DOCUMENTS

The Committee received a draft scoping document from the Complaints Appeal Panel to review Property Services – Policy and Process of Land Disposals.

Members were informed that the service formed part of the WETT (Worcestershire Enhanced Two Tier) proposals.

Members felt that although this subject was a good item for review, it should be deferred until the WETT review had been completed.

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RESOLVED that

- 1) **subject to the outcome of the Council's consideration of the WETT business case for Property Services further consideration of the draft proposal be deferred; and**
- 2) **the report be noted.**

120. TASK AND FINISH GROUPS - PROGRESS REPORTS

The Committee received reports in relation to current reviews:

- a) Dial-A-Ride – Chair, Councillor R King

Councillor King informed the Committee that a meeting of the Task and Finish Group would be arranged following consideration of a report by Officers on the subject of the Dial-A-Ride service by the Executive Committee scheduled for 9th December 2009.

- b) Neighbourhood Groups – Chair, Councillor K Banks

Members were informed that the Group's final report had been included on the Agenda for this meeting.

- c) Local Strategic Partnership – Chair, Councillor W Norton

Councillor Norton reported that a presentation on the Local Strategic Partnership had been included on the Agenda for this meeting.

RESOLVED that

the progress reports be noted.

**121. NEIGHBOURHOOD GROUP TASK AND FINISH GROUP -
DRAFT REPORT**

The Chair of the Neighbourhood Groups Task and Finish Group introduced the final draft report of the Task and Finish Group.

The Committee was informed that the main objective of the review was to determine whether the Neighbourhood Groups were

Overview and Scrutiny Committee

25th November 2009

operating in accordance with their purpose and to consider alternative methods of consultation.

Members were informed that the purpose of Neighbourhood Groups when they were set up was to inform, engage and consult with residents about Council business, policy development and decision making.

Following consultation with Councillors, Officers, Police and residents the Task and Finish Group concluded that Neighbourhood Groups were no longer fit for purpose.

Information regarding the Task and Finish Group's initial findings had been circulated to all residents on the contact list for the Neighbourhood Groups. Members of the Task and Finish Group also attended all Neighbourhood Group meetings in October 2009 to receive feedback on their initial findings.

Evidence provided to the Group had indicated that there was a lot of duplication over the types of issues considered at Neighbourhood Group meetings and at Partners and Communities Together (PACT) meetings. Many residents considered that PACT meetings were more effective at addressing and resolving issues.

As a result of consultation with West Mercia Police it was suggested that PACT meetings might be re-launched as the primary local meeting for engaging with residents and could include other partners, when necessary.

Members of the Committee felt that generally PACT meetings were worked better than Neighbourhood Groups. They recognised that Neighbourhood Groups had outlived their usefulness and were very expensive to run. They also felt it important that alternative methods of engaging with a wider cross section of the community be implemented.

RECOMMENDED that

- 1) the Neighbourhood Groups are not now fit for purpose and should be discontinued;**
- 2) the Partners and Communities Together (PACT) group meetings should be re-launched and delivered as an equal partnership arrangement;**

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- a) **Redditch Borough Council should work with the Police and other local agencies participating in Partners and Communities Together (PACT) to agree funding and administration for PACT meetings;**
 - b) **a protocol should be jointly developed outlining the roles and responsibilities of all agencies in the re-launched PACT Groups;**
 - c) **the Chairs of all PACT meetings should be independent members of the community;**
 - d) **promotion of the re-launched PACT meetings should be appropriately targeted towards clarifying the meaning of the new arrangements for residents living in areas where PACT and Neighbourhood Group meetings currently only take place on the same night;**
 - e) **there should be small, local budgets for each of the re-launched PACT groups which could be spent at the discretion of the group;**
- 3) **the Neighbourhood Groups also be replaced with a further variety of methods that will enable Redditch Borough Council to inform and consult more effectively with local residents;**

these alternative methods should include the following;

- a) **the Council should publish quarterly editions of Redditch Matters during the year to inform residents about local public services, activities and Council business;**
- b) **Redditch Borough Council should continue to host road shows throughout the Borough;**
- c) **Redditch Borough Council should embrace the Worcestershire Viewpoint Citizens Panel and use every opportunity to work with the Panel to consult with residents over local issues;**
- d) **the Council should promote web based systems, such as the Worcestershire Hub and FixMyStreet,**

Overview and Scrutiny Committee

25th November 2009

- that can be utilised to resolve residents' individual issues;
- e) social networking should be used by the Council to inform and consult residents in appropriate circumstances;
 - f) the use of Councillor Calls for Action be promoted in order to be used to resolve local neighbourhood issues;
 - g) more effort should be made by the Council to advertise the fact that residents should resolve individual issues through direct contact with Councillors, Officers and the One-Stop-Shops;
 - h) the Council should work in equal partnership with the Police and other local agencies to advertise Street Briefings and Environment Visual Audits to local residents;
- 4) Redditch Borough Council should continue to seek ways to better engage and consult with a more diverse range of residents;
 - 5) the Council should have a robust monitoring system in place to assess the effectiveness of each of the mechanisms used to inform, engage and consult with local residents;
 - 6) the Community Forum and similar groups which engage and consult with local residents should report to the Executive Committee; and
 - 7) the Council should have a central electronic database which would be used for the purposes of consultation with key partners in the Borough.

122. QUARTERLY BUDGET MONITORING

Members considered a report, which provided an overview of the Council's budget, including the achievement of approved savings as at the end of the second quarter of the 2009/10 financial year.

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The Committee discussed Cost Centres 0005 (Hewell Road Pool); 0021 (Arrow Vale Sports Centre); and 0025 (Kingsley Sports Centre). There had been a reduction in income for each of these locations and the number of staff in those centres had fallen. Members requested further information regarding the reasons for this reduction in income.

RESOLVED that

- 1) Officers be asked to provide further information about the reduction in income for Cost Centres 0005, 0021 and 0025; and**
- 2) the report be noted.**

123. FORMER COVERED MARKET

The Chair reported that this item had been withdrawn and would be considered at the Overview and Scrutiny Committee meeting on 16th December 2009.

RESOLVED that

the deferral be noted.

124. QUARTERLY PERFORMANCE MONITORING

The Committee received a report which provided a view on aspects of the Council's overall performance for the second quarter of the 2009/10 financial year. This report showed those performance indicators that, when compared to the same quarter in 2008/09 financial year, were: exceeding their target; were not on target; or where performance remained static.

RESOLVED that

the update on key performance indicators for the period April to September 2009 be noted.

Overview and Scrutiny Committee

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125. SINGLE EQUALITIES SCHEME 2009 - 2012

The Committee was informed of the Council's statutory duty to publish and adopt Race Equality, Disability Equality and Gender Equality schemes.

Officers reported that the Single Equality Scheme, as detailed in Appendix 1 of the report, outlined the context in which the Council operated and its baseline position in relation to equality and equalities.

Members were informed that the initial deadline of 22nd December 2009 set by the Commission for Equality and Human Rights had been extended to 28th February 2010. The Executive Committee would therefore consider the Single Equalities Scheme on 27th January 2010. This extension would allow more time for consultation and to include amendments.

Members suggested that the Overview and Scrutiny Committee should be fully involved in the process. In particular, Members agreed that this could involve scrutiny of particular equalities strands in turn. The Committee agreed that gender equalities was especially suitable for scrutiny and should be the first topic for review following approval of the Single Equalities Scheme.

RECOMMENDED that

the Single Equalities Scheme be approved; and

RESOLVED that

- 1) following approval of the single Equalities Scheme the Overview and Scrutiny Committee be further involved in the process through reviews of particular equalities strands; and**
- 2) the report be noted.**

126. LOCAL STRATEGIC PARTNERSHIP (LSP)

The Committee received a Power Point presentation on the role and work of the Local Strategic Partnership (LSP).

Overview and Scrutiny Committee

25th November 2009

Officers reported that the LSP:

- a) brought together the different parts of the public sector as well as private, business, community and voluntary sectors to tackle local problems;
- b) was a non-statutory, non-executive organisation;
- c) had no particular resources but relied instead on pooling of resources between Partnership member organisations; and
- d) facilitated strategic decision making enabling action to be taken at community level.

Members were informed that the Redditch Partnership, administered and supported by Redditch Borough Council staff, formed the Local Strategic Partnership for Redditch and was made up of the Partnership Management Board, Themed Groups and Task and Finish Groups.

Officers explained that the roles of the Redditch Partnership included:

- a) preparation and implementation of the Redditch Sustainable Community Strategy. (SCS).
- b) assisting in coordinating delivery of the Local Area Agreement, both at County and District levels;
- c) taking responsibility and leading on performance of services in the locality, which was important for the Comprehensive Area Assessment (CAA) process; and
- d) bringing together local plans and partner initiatives.

Membership of the Partnership Management Board included:

- a) Redditch Borough Council;
- b) Worcestershire County Council;
- c) West Mercia Police;
- d) Worcestershire NHS;
- e) Hereford and Worcester Fire and Rescue;

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- f) Redditch NEW College;
- g) Chamber of Commerce;
- h) Redditch Community Safety Partnership;
- i) Bromsgrove and Redditch Network (BARN); and
- j) a representative from the Redditch Community Forum.

RESOLVED that
the report noted.

127. REFERRALS

There were no referrals.

128. WORK PROGRAMME

The Committee considered its current Work Programme.

During consideration of this item Officers reported that an invitation had been received from Bromsgrove District Council for Redditch Members to be involved in a scrutiny training event on 10th December 2009 at the Council House at Bromsgrove.

RESOLVED that
the invitation and the current Work Programme be noted.

The Meeting commenced at 7.00 pm
and closed at 9.10 pm

Executive Committee

No direct Ward relevance

6th January 2010

ADVISORY PANELS, WORKING GROUPS, ETC - UPDATE REPORT

(Report of Chief Executive)

1. Purpose of Report

To provide, for monitoring / management purposes, an update on the work of the Executive Committee's Advisory Panels, and similar bodies which report via the Executive Committee.

2. Recommendation

The Committee is asked to **RESOLVE** that

subject to Members' comments, the report be noted.

3. Updates

A. ADVISORY PANELS

| | <u>Meeting :</u> | <u>Lead Members / Officers :</u> (Executive Members shown underlined) | <u>Position :</u> (Oral updates to be provided at the meeting by Lead Members or Officers, if no written update is available.) |
|----|---|--|---|
| 1. | Climate Change Advisory Panel (formerly Environment Advisory Panel) | Chair <u>Cllr B Clayton</u> / Guy Revans. | Next meeting – 5th January 2010. |
| 2. | Community Safety Advisory Panel | Chair <u>Cllr Brunner</u> / Vice-Chair Cllr Banks Angie Heighway | Date to be arranged. |
| 3. | Economic Advisory Panel | Chair <u>Cllr MacMillan</u> John Staniland / Georgina Harris | Next meeting – 8th February 2010. |

Executive Committee

6th January 2010

| | | | |
|----|--|--|---------------------------------------|
| 4. | Housing Advisory Panel | Chair <u>Cllr B Clayton</u> / Vice-Chair Cllr Pearce Jackie Smith | Last meeting – 17th November 2009. |
| 5. | Leisure Contracts Advisory Panel | Chair <u>Cllr Anderson</u> / Vice-Chair Cllr MacMillan Ken Watkins / Kevin Cook | Last meeting – 7th October 2009. |
| 6. | Customer Services Advisory Panel | Chair <u>Cllr Braley</u> Jackie Smith / Jane Smith | Last meeting – 10th December 2009. |
| 7. | Planning Advisory Panel | Chair <u>Cllr MacMillan</u> / Vice- Chair Cllr Chalk John Staniland / Ruth Bamford | Next meeting – 11th January 2010 |

B. OTHER MEETINGS

| | | | |
|-----|---|--|---|
| 8. | Constitutional Review Working Party | Chair Cllr MacMillan / Vice Chair <u>Cllr Braley</u> Steve Skinner | Next meeting – to be arranged. |
| 9. | Grants Panel | Chair Cllr Chance / Vice Chair <u>Cllr Braley</u> Angie Heighway | Next meeting – to be arranged. |
| 10. | Independent Remuneration Panel | Independent Members / Chair Mr Andrew Powell | Next meeting – to be arranged. Currently working up proposals for 2010 Allowances Scheme. |

Executive**Committee**

6th January 2010

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| 11. | Member Development Steering Group | Chair <u>Cllr MacMillan</u> / Vice-Chair Cllr Brunner Steve Skinner / Trish Buckley | Next meeting – to be arranged. |
| 12. | Procurement Steering Group | Chair <u>Cllr Braley</u> / Vice-Chair Cllr Hall Sue Hanley | Next meeting – 18th January 2010. |
| 13. | Church Hill District Centre – Members' Panel | Chair <u>Cllr B Clayton</u> Rob Kindon / Jim Prendergrast | Last meeting – 25th November 2009. |

4. Author of Report

The author of this report is Ivor Westmore (Member and Committee Support Services Manager), who can be contacted on extension 3269 (e-mail: ivor.westmore@redditchbc.gov.uk) for more information.

5. Appendices

None.



Executive Committee

No direct Ward relevance

6th January 2010

ACTION MONITORING

(Report of the Chief Executive)

| Portfolio Holder(s) / Responsible Officer | Action requested | Status |
|---|--|---|
| 13th January 2009 | | |
| Cllr Gandy / Executive Committee | <p>Third Sector Task and Finish Group</p> <p>The Executive to consider the further work to be undertaken (detailed in recommendation 5) and come back with suggestions for further work in due course.</p> | Awaiting further consideration by relevant Members. |
| 22nd April 2009 | | |
| Cllr MacMillan/ Ruth Bamford | <p>Action Monitoring – Economic Advisory Panel</p> <p>Economic Development Strategy - Visits to Redditch businesses being arranged.</p> | |
| 1st July 2009 | | |
| Cllr Braley E Storer | <p>Corporate Sickness Statistics</p> <p>Members suggested minor amendments to the recording method for sickness absence, proposing that the “No Reason” category might be termed “Other” and that there be a more explicit breakdown of the work-related and non-work related absences due to “Bones, Joints and Fractures”.)</p> | |

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| 12th August 2009 | | |
| Cllr Braley / E Storer | Corporate Sickness Statistics Officers undertook to investigate whether there were national statistics available to use as comparators to those generated locally within the authority. | |
| 16th September 2009 | | |
| Cllr Braley / Teresa Kristunas | Prudential Indicators Councillor Braley enquired as to the maximum and minimum borrowing rates that had existed over the past 25 years and also the magnitude of the interest rate in 1979. | |
| 22nd September 2009 | | |
| All Portfolio Holders / A Heighway | Quarterly Performance Monitoring, Quarter 1 – April – June 2009 Members requested that the order of columns in the Corporate Performance Exception Report be amended. Officers undertook to circulate information on Recovery Plans and the pilot project on Smart Cards be circulated with the minutes. | |
| 7th October 2009 | | |
| Cllr C MacMillan / R Bamford / A Rutt | Publication of Planning Applications – Consultation Officers were asked to consider a slight expansion of the circulation of notifications of planning applications should these new measures come into effect. | |
| 18th | | |

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|---|---|--|
| November 2009 | | |
| Cllr M Braley / D Riley | Benefits Improvement Plan Officers were requested to highlight the Inspector's comments regarding Overview and Scrutiny Committee's involvement in overseeing the management of performance. [Appendix 1 (R7a)] | |
| 9th December 2009 | | |
| Cllr Anderson / A Heighway | Voluntary Sector Grant Applications Members were keen that photographs be included in Redditch Matters to publicise the grant funding that was being provided. | Officers highlighted the publicity that was already being planned. |
| Cllr Braley / G Revans / S Garratt | Fees and Charges 2010/11 Officers undertook to get back to Councillor Hartnett with information regarding the fees levied for Magnets and DVLA enquiries (Taxi Licensing) | |
| Note: | <i>No further debate should be held on the above matters or substantive decisions taken, without further report OR unless urgency requirements are met.</i> | Report period: 13/01/09 to 18/11/09 |

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