

**REDDITCH BOROUGH COUNCIL AND
BROMSGROVE DISTRICT COUNCIL**

SHARED SERVICES BOARD

11th October 2012 at 5.30pm

COMMITTEE ROOM 2, TOWN HALL, REDDITCH

Present: Councillors Bill Hartnett (Chair), Greg Chance, Carole Gandy and Debbie Taylor (Redditch Borough Council)

Mark Bullivant (substitute for Cllr Sherrey), Steve Colella and Roger Hollingworth (Bromsgrove District Council).

Officers: Ruth Bamford, Kevin Dicks, Angie Heighway, Helen Mole, Deb Poole and Liz Tompkin

Notes: Denise Sunman

1. APOLOGIES

There were no apologies for absence.

2. MINUTES

2.1 The minutes of the previous meeting of the Board held on 23rd August 2012 were agreed as a correct record.

CONFIDENTIALITY

These notes are an open public record of proceedings of the Board.

[Meetings of the Board are not subject to statutory Access to Information requirements; but information relating to individual post holders and/or employee relations matters would nonetheless not be revealed to the press or public.]

3. PRESENTATIONS – TRANSFORMATION UPDATES

3.1 Locality – Joined Up Working

Mrs Heighway outlined work which was ongoing to understand multi-organisation services. The organisations involved were:

- a) Public Health & Clinical Commissioning Group;
- b) Social Services / Worcestershire County Council (WCC);
- c) Police;
- d) Prison;
- e) New College;
- f) CAB;
- g) Worcestershire Health & Care NHS Trust; and
- h) Schools (Arrow Vale)

Key issues had been identified as follows:

- i) Referrals lead to more referrals;
- ii) Organisations operate in silos;
- iii) Lack of data sharing;
- iv) Issues are processed rather than fixed;
- v) Agencies do not take ownership of cases;
- vi) Manage risk by being seen to do the right thing.

She reported that a further meeting of the Joined Up Working Group was to take place at the beginning of November to take ownership of the next steps which would include:

- A presentation to the Public Services Executive Group (PSEG);
- Agencies to share learning from the project within their organisations;
- Help for the three locality cases identified by the process;
- Explore Data Protection Act (& Freedom of Information) as a barrier to getting things done; and
- Grow and extend the Winyates trial (Locality).

Members acknowledged the importance of the work that had been done.

3.2 Housing Maintenance

Mrs Tompkin gave an up-date on the trial that had commenced in February 2012.

She reported the following outcomes from data collected between 28th March 2012 and 5th September 2012:

- a) 59.6 hours total end to end time to fix;
- b) 88.1% arrived at time first requested by customer;
- c) 92.9% of repairs completed at the first visit;
- d) 2.5% failure demand;
- e) Supervisor was called on 9 occasions;
 - 6 for advice

- 2 for delivery of stores
- 1 for an urgent job
- f) Called on stores 40 times to deliver parts;
 - Unable to deliver on 11 occasions.

Members were informed that work was ongoing to:

- i) to design a better IT system for controlling the work and appointments;
- ii) More trades to be included in the team – trial of an external works team;
- iii) More back office staff to be available to take calls;
- iv) Development of job descriptions;
- v) Production of a skills matrix for all staff;
- vi) Creation of a training programme for tradesmen;
- vii) Discussions with College;
- viii) Increased number of apprenticeships;
- ix) Programming of more 'planned works';
- x) More planned maintenance carried out 'in-house';
- xi) Seek accommodation to site Repairs & Maintenance and Housing teams on a single site;
- xii) Investigate more flexible working based on customer appointment times;
- xiii) Work with Stores on their transformation

3.3 Housing Management Transformation

Mrs Tompkin gave an update on the Housing Management Transformation and its links to the Locality Project in Winyates. She outlined the lessons that had been learnt:

- a) Working to a set of principles, rather than procedures, enabled better understanding of the problems to be solved;
- b) Working as a team with 'one' purpose enabled delivery of outcomes;
- c) Ownership of cases was required;
- d) Removal of the 'that's not my job' way of thinking;
- e) Invest in more training for teams to increase skills;
- f) Current demand for Equipment and Adaptations is not being met and ways to work differently need to be identified;
- g) More 'joined up' working with external agencies is required;
- h) A 'joint purpose' with external agencies is required.

The next steps would be to:

- i) Include all Winyates demand;
- ii) Start a separate trial in Equipment and Adaptations;
- iii) Begin work on identifying waste in tenancy management processes;
- iv) Continue to work alongside the Housing Options and Repairs and Maintenance transformation teams;
- v) Continue to work with the Joined Up Working Group.

It was **AGREED** that

a joint Member Development session be arranged to brief on the Joined Up Working Project and Locality Working.

3.4 Mrs Tompkin reported on work ongoing to look at the feasibility of the Councils setting up a Social Letting Agency in partnership with the private sector to manage vacant properties on behalf of owner / occupiers.

3.5 Planning

Mrs Bamford gave a verbal update on transformation of the planning application process. She reported that work was ongoing to use computer software more efficiently for the production of letters to customers in conjunction with making those letters more understandable and 'customer friendly'.

She reported that in future a planning officer would be responsible for an application from receipt to decision. She said that this approach might take longer but would lead to more positive decisions being made.

4. PROGRESS REPORT

The Board received a progress report which provided an update on all elements of the Shared Services / Transformation work taking place across both Councils.

5. NEXT MEETING

Members noted that the next meeting of the Board would be held on **Thursday, 10th January 2013** in the **Conference Room, Bromsgrove District Council** commencing at **5.30 pm**, as previously.

The meeting commenced at 5.30 pm and closed at 7.15pm