

**REDDITCH BOROUGH COUNCIL AND
BROMSGROVE DISTRICT COUNCIL**

SHARED SERVICES BOARD

4th July 2013 at 5.30pm

COUNCIL CHAMBER, THE COUNCIL HOUSE, BROMSGROVE

Present: Councillors Margaret Sherrey (Chairman) and Mark Bullivant
(Bromsgrove District Council)

Juliet Brunner, Greg Chance, Bill Hartnett and Debbie Taylor.
(Redditch Borough Council)

Invitees: Councillors Rita Dent, Pete Lammas, Chris Scurrrell, Caroline
Spencer, John Tidmarsh and Les Turner (Bromsgrove DC)

Councillors Rebecca Blake, Mike Chalk and Carol Gandy (Redditch
BC)

Officers: Kevin Dicks, Sue Hanley, Liz Tompkin and Helen Mole

Notes: Rosemary Cole

1. **APOLOGIES**

Apologies for absence were received from Councillor R. Hollingworth.

2. **MINUTES**

The minutes of the previous meeting of the Board held on 15th April 2013
were approved 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. **PRESENTATION – TRANSFORMATION – MOVING FORWARD**

Mr Dicks gave a detailed presentation on “Transformation” – Moving Forward. The presentation focussed on “Where we are now” and “Where are we going” in terms of Transformation. Mr Dicks reported that an application for award of Central Government funding had been made under the Transformation Challenge Award.

Some of the main principles underlying the way the Councils were looking to work now were:

An end to working in silos;

Putting the customer at the centre of all we do;

Change the culture of the organisation from “Command and Control” to Systems Thinking;

Mr Dicks updated on some of the intervention work which was on-going in Revenues and Benefits, Housing, ICT, Environmental Services, Leisure and Community Services.

Clearly, some problems had been experienced in the course of changes in the ways of working. In particular IT had been a challenge as standard IT systems pushed Teams to work in certain ways. There was a need to adapt and design IT systems to enable officers to work differently and this was now being achieved. Another issue had been related to office accommodation with different Teams now needing to work in proximity to achieve the best outcomes. This could not be solved immediately but for example at Crossgates House partner organisations would be moving out to enable some of the Housing Team to re-locate.

It was appreciated that change was difficult for staff who needed to be supported through the process. Transformation was about more than Shared Services and it was important that staff did not feel they were being told they had been doing a bad job but understood that services needed to be re-designed and that they were part of that process.

The Locality approach was key and this had worked well in Winyates in Redditch. There was discussion of which areas should be considered in Bromsgrove. Areas such as Charford, Wythall, Sidemoor and Catshill were possibilities being discussed but it was important also to consider rural communities. In Bromsgrove there would clearly need to be close working with the Bromsgrove District Housing Trust.

There would be some instances where the Councils would be acting as Community Leaders and facilitators but may no longer be the best body to deliver some services in the current funding situation.

Mr Dicks stressed the importance of helping partner organisations to understand new ways of working and the improved results which could be achieved. Ideally partners would also be considering their own service design and would be looking at changes.

The Board then viewed a short video produced by the Housing Section working on locality at Redditch which illustrated the way in which the Team had changed their way of working to offer customers a better service. The video showed an “old “and “new” world scenario. The intention was to “create space to enable people to solve their problems” rather than to act as a “nanny” state.

The presentation made reference to the 13 draft corporate principles which it was intended would be included within the Council Plan and which would underpin ways of working in the future. Mr Dicks stated he had challenged the Corporate Management Team to spend time with frontline services.

Mr Dicks stressed the importance of Joined up Working with partners. The support of other organisations was crucial particularly in the field of support for those with drug, alcohol or mental health issues. The system of constant and repeated referrals had been shown not to work with people becoming “lost” in the system.

The presentation gave examples of measures which would be used to illustrate the success in meeting the Councils’ strategic purposes. For example one of the measures in respect of “Help me run a successful business” could be the number of new business start ups. Some of the measures would not be within the Councils’ control however the dashboard of measures would be available eventually on the website and Members and officers would be able to drill down and have access to meaningful and timely data which could show trends rather than just a comparison to a previous month’s figures.

The way forward was to ensure behaviour encompassed ownership of problems and the recognition of underlying issues and how these could be addressed. Decisions should be made with the customer as the focus.

Members were supportive of the work being undertaken and queried whether other organisations were aware of the progress and whether they would in turn “sign up “. Mr Dicks stated that discussions were taking place with the County Council (particularly in relation to Mental Health) and other bodies and he was very willing to attend at other events/organisations which Members may feel helpful to talk about the changes.

Members fully appreciated that the support of other organisations was vital if the new ways of working were to be fully successful. It was particularly felt that the video could be used in other areas. Members needed to be advocates for the changes as far as possible but could be critical friends within the service.

(The presentation would be circulated to all Members for information)

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

It was noted the next meeting would take place on Thursday, 17th October 2013 at Redditch.

The meeting commenced at 5.30 pm
and closed at 6.45pm