

## Meeting of the Cabinet

**Wednesday, 20<sup>th</sup> March, 2019 at 6.00pm**  
**In Committee Room 2 at the Council House, Priory Road, Dudley**

### **Agenda - Public Session** **(Meeting open to the public and press)**

1. Apologies for absence.
2. To report any changes in representation of opposition group Members.
3. To receive any declarations of interest under the Members' Code of Conduct.
4. [To confirm and sign the minutes of the meeting held on 11<sup>th</sup> February, 2019 as a correct record.](#)
5. [Construction Charter](#) (Pages 1 - 4)
6. [Capital Programme Monitoring \(Key Decision\)](#) (Pages 5 - 16)
7. [Gender Pay Gap 2018 – Snap Shot Date 31<sup>st</sup> March 2017](#) (Pages 17 - 23)  
(The full document can be viewed on the Council's website ([Committee Management Information System](#)). Copies can be made available to Members on request).
8. [Dudley's Health and Wellbeing Strategy - Annual Review](#) (Pages 24 - 33)
9. [Annual Review of Equality 2018](#) (Pages 34 - 35)  
(The full document can be viewed on the Council's website ([Committee Management Information System](#)). Copies can be made available to Members on request).
10. [Update on Travellers Transit Site Provision in Dudley Borough](#) (Pages 36 - 38)
11. To consider any questions from Members to the Chair where two clear days notice has been given to the Monitoring Officer (Cabinet Procedure Rule 2.5).
12. To report on any issues arising from Scrutiny Committees.



**Distribution:****Members of the Cabinet:**

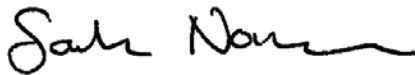
Councillor Q Zada (Leader – Chair)

Councillor J Foster (Deputy Leader – Vice-Chair)

Councillors B Gentle, K Ahmed, C Bayton, K Casey, P Lowe J Martin, G Partridge and S Ridney

**Opposition Group Members nominated to attend meetings of the Cabinet:**

All Shadow Cabinet Members are invited to attend Cabinet meetings (to speak but not vote)



**Chief Executive**

**Dated: 12<sup>th</sup> March, 2019**

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## **Minutes of the Meeting of the Cabinet**

**Monday, 11<sup>th</sup> February, 2019 at 6.00 pm**  
**In Committee Room 2 at The Council House, Dudley**

### **Present:**

#### **Cabinet Members**

Councillors Q Zada (Leader – Chair)  
Councillor J Foster (Deputy Leader – Vice-Chair)  
Councillors K Ahmed, C Bayton, K Casey, B Gentle, P Lowe, J Martin,  
G Partridge and S Ridney

#### **Opposition Group Members Nominated to attend the Cabinet**

Councillor P Harley, N Barlow, R Buttery, S Clark, I Kettle, A Lees,  
K Shakespeare, L Taylor and S Phipps

### **Officers**

S Norman – Chief Executive, M Samuels - Strategic Director People,  
I Newman – Chief Officer Finance and Legal Services, S Butcher – Chief  
Officer Children's Services, M Bowsher – Chief Officer Adult Social Care,  
A McCormick – Chief Officer Transformation and Performance, M Rogers –  
Chief Officer Housing, M Farooq – Lead for Law and Governance, R Cooper  
– Head of Financial Services, C Howes – Senior Account Manager,  
C Ludwig – Finance Manager and M Johal – Senior Democratic Services  
Officer

#### **47      Declarations of Interest**

No Member made a declaration of interest in accordance with the Members' Code of Conduct in respect of any matter to be considered at this meeting.

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#### **48      Minutes**

Reference was made to Minute No 37 in relation to the Big Lottery Reaching Communities Fund and the request for specific details on what the monies from the grant would be spent on. A response to the question had been received but the specific query had not been answered. An article in the press was referred to where mention had been made of certain items the funding was being used for eg placements, residential homes and training. The Member again asked for a response to his question be provided to specify what the funding was being used on. The Strategic Director People undertook to provide a written response within the next three days.

## **Resolved**

That the minutes of the meeting of the Cabinet held on 6<sup>th</sup> December, 2018 be approved as a correct record and signed.

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### **49     Revenue Budget Strategy and Setting the Council Tax 2019/20**

A joint report of the Chief Executive and Chief Officer Finance and Legal Services was submitted on the deployment of General Fund revenue resources, a number of statutory calculations to be made by the Council and the Council Tax to be levied for the period 1<sup>st</sup> April, 2019 to 31<sup>st</sup> March, 2020.

Arising from the presentation several comments and queries were made by the Opposition Spokespersons, in particular clarification was sought on the £6 million deficit given the Council retained 100% of business rates. Reference was also made to the pressures on the catering trading account and it was queried whether the service was now making a profit or whether it was being subsidised. Queries were also raised on measures to address fly-tipping and bulky waste, expenditure relating to unauthorised traveller encampments and the Closed Circuit Television (CCTV) Control Room. In relation to CCTV a Member of the Opposition Group was stated that they had been out of operation for five days over the Christmas period and that 40% of the cameras were still not working. Details of the relocation of the control room (whether the whole system would be moved, proposed staffing arrangements and specific details on what the investment would be spent on) were also requested.

In responding to queries raised the Chief Officer Finance and Legal Services referred to the Business Rates Retention Scheme and explained that some Local Authorities received top-up grants and others had to pay a tariff to the Government. Although in the past Dudley had been a “top-up” authority and received money it had now been categorised as a tariff paying authority. The payment was forecast for 2019/20 and confirmation could not be given on whether this would be a one-off payment as future proposals were unknown at this stage.

The Cabinet Member Finance, Council, Sustainability and Transformation indicated that he was unaware that the CCTV system had been out of operation. The concept behind the proposals for CCTV involved the merging of segregated systems with a view to locating to one base.

Queries relating to pressures on the catering trading account, fly-tipping and bulky waste were addressed. In responding to the specific query on bulky waste collection and inequalities in offering special collections to those residing on Council estates only, the point was acknowledged and it was stated that this was a pilot scheme which could potentially be extended to other areas.

Clarification was provided on the proposed savings associated with Dudley Town Hall by increasing the catering and bar offer in that savings would be achieved by initial investment to renovate the specified areas and by bringing the services in-house which would result in the significant savings being achieved.

Insofar as the expenditure relating to unauthorised traveller encampments it was indicated that the rationale behind the allocation of funding would be explained as part of the agenda item on the review of the traveller's transit site provision in Dudley to be considered later in the meeting.

## **Resolved**

- (1) That the Council be recommended to note:-
  - (a) The actions of the External Auditors as set out in paragraph 13 of the report.
  - (b) The forecast variances to budget in 2018/19 and progress with the delivery of savings as set out in paragraph 14 and Appendices A and B of the report.
- (2) That the Council be recommended, with effect from 1st April 2019, that for properties which have been empty (i.e. unoccupied and unfurnished) for more than two years, an Empty Homes Premium of 100% is applied, resulting in a 200% Council Tax charge being payable in these circumstances.
- (3) That the Chief Officer Finance and Legal Services be authorised, following consultation with the Cabinet Member for Finance, Council Sustainability and Transformation and the Opposition Spokesperson for Finance and Legal Services, to approve any minor changes to the budget proposals resulting from final decisions on the West Midlands Combined Authority Transport Levy and non-transport funding contributions, as set out in paragraph 43 of the report.
- (4) That, subject to any amendments arising from the above, the Council be recommended to approve the following:
  - (a) The budget for 2019/20, and Directorate allocations (including the Public Health budget) as set out in the report.
  - (b) That the statutory amounts required to be calculated for the Council's spending, contingencies and contributions to reserves; income and use of reserves; transfers to and from its collection fund; and Council Tax requirement, as referred to in Section 67(2)(b) be now calculated by the Council for the year 2019/20 in

accordance with Sections 31A, 31B and 34 to 36 of the Local Government and Finance Act 1992 as shown in Appendix L of the report.

- (c) That, having calculated the aggregate in each case of the amounts in Appendix L, the Council, in accordance with Section 30(2) of the Local Government Finance Act, 1992, agrees the following levels of Council Tax for Dudley Council services for 2019/20.

#### Valuation Bands

<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>
<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
885.74	1033.36	1180.98	<b>1328.60</b>	1623.85	1919.10	2214.34	2657.21

- (d) The Medium Term Financial Strategy as set out in the report.
- (e) The Pay Policy Statement 2019 as set out in Appendix N to the report.
- (5) That the Council be recommended to determine that a referendum relating to Council Tax increases is not required in accordance with Chapter 4ZA of Part 1 of the Local Government Finance Act 1992.
- (6) That the Council be recommended to authorise Cabinet Members, the Chief Executive, Strategic Directors and Chief Officers to take all necessary steps to implement the proposals contained in the report, in accordance with the Council's Financial Management Regime.

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## 50 **Capital Programme Monitoring**

A joint report of the Chief Executive and Chief Officer, Finance and Legal Services was submitted on progress with the implementation of the Capital Programme and a number of proposed amendments. The report also set out the proposed 'Prudential Indicators' as required to be determined by the CIPFA Prudential Code for Capital Finance in Local Authorities and the Local Government Act 2003 and sought approval of the proposed Council's Capital Strategy and the Council's Minimum Revenue Provision (MRP) Policy for 2019/20.

Arising from the presentation of the report reference was again made to expenditure in the sum of £650,000 to be spent on Dudley Town Hall to create an improved bar and catering facility and it was queried how income would be maximised and savings made given the amount of investment needed. Also, reference was made to the cost of £850,000 to refurbish the

former Museum building and it was queried how the total cost, including the money spent on the Town Hall equating to £1.5 million, would be measured in achieving best value. It was further queried whether it was prudent to set aside this amount of money for improvements to venues given budgetary cuts on other essential services. In responding the Leader confirmed that the initial investment for refurbishments was a “one-off” expenditure leading to a recurrent income generation which would eventually bring in an income stream over and above the initial investment. In relation to proposed contracts these would be assessed in line with Council processes in the form of competitive tendering to ensure best value for money was being achieved. A detailed business plan in respect of proposed improvements and income generation for Dudley Town Hall was available and could be shared with Opposition Spokespersons, if required.

Reference was made to Town Centre Recycling Bins and specifically to proposals for the installation of on-street recycling bins placed at various locations across the Borough. Concerns were expressed given these type of bins were previously removed because of problems with anti-social behaviour and fly-tipping. An investment of £55,000 was required to purchase and install the bins and concerns were expressed that no resource had been allocated to emptying the bins placing additional strain on existing resources. It was further commented that contents could potentially be contaminated resulting in waste being taken to landfill leading to increased landfill waste. It was considered resources should be targeted to encourage and increase home recycling instead as waste was less likely to be contaminated.

In responding to concerns raised the Leader of the Council stated that provision of recycling bins across the Borough would be an additional option for residents to recycle their waste. Insofar as contamination the bins could be segregated to reduce contamination levels and the placement of various bins across the Borough would help to increase recycling.

In referring to Leisure Centres, with regard to a previous query relating to reviewing the design, an undertaking was given that the information would be provided to the Opposition Group.

Reference was again made to the CCTV Control Room and it was queried how the proposed upgrade to the equipment would present the Council with opportunities to generate income once the system was operational. Problems with the current cameras was reiterated and it was queried whether there were any plans to resolve these issues. In responding the Chief Executive reported that the current equipment was not digital and out-dated which was the reason for the proposed investment. Discussions were being held with the police with a view to relocating the control room to St James Road where the police were now based. New updated digital equipment would potentially generate income as businesses would be offered the opportunity to “buy in” and organisations were more likely to consider this option given state of the art equipment.



## **Resolved**

That the Council be recommended:

- (1) That progress with the 2018/19 Capital Programme, as set out in Appendices A and B be noted, and that budgets be amended to reflect the variances reported in Appendix A to the report.
- (2) That the replacement of the push wall of the Green Waste Barn be approved and included in the Capital Programme, as set out in paragraph 10 of the report.
- (3) That the replacement of the CCTV system at Lister Road Depot be approved and included in the Capital Programme, as set out in paragraph 11 of the report.
- (4) That the expenditure of £40,000 residual grant in respect of the Cradley Forge project be approved, and included in the Capital Programme, as set out in paragraph 12 of the report.
- (5) That the project to restore Stevens Park, Quarry Bank be approved and the capital element included in the Capital Programme, as set out in paragraph 13 of the report.
- (6) That the Tackling Roadside Nitrogen Dioxide allocation be noted and the associated projects included in the Capital Programme, as set out in paragraph 14 of the report.
- (7) That the car parking improvements at Brierley Hill and Stourbridge Family Centres be approved and included in the Capital Programme, as set out in paragraph 15 of the report.
- (8) That subject to the relevant revenue budget strategy proposal being agreed, the Dudley Interchange contribution of £3m be approved and included in the Capital Programme, as set out in paragraph 16 of the report.
- (9) That the former Museum and Dudley Town Hall project be approved and included in the Capital Programme, as set out in paragraph 17 of the report.
- (10) That subject to the relevant revenue budget strategy proposal being agreed, the Closed Circuit Television (CCTV) Control Room project be approved and included in the Capital Programme, as set out in paragraph 18 of the report.

- (11) That the urgent amendment to the Capital Programme, as set out in paragraph 19 of the report, be noted.
- (12) That the Prudential Indicators as required to be determined by the CIPFA Prudential Code for Capital Finance in Local Authorities and the Local Government Act 2003, as set out in Appendix C to the report, be agreed.
- (13) That the Capital Strategy, as set out in Appendix D to the report, be approved.
- (14) That the Minimum Revenue Provision (MRP) Policy for 2019/20 be approved as set out in paragraph 23 of the report.

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51     **Deployment of Resources: Housing Revenue Account and Public Sector Housing Capital**

A joint report of the Strategic Director Place and the Chief Officer Finance and Legal Services was submitted on proposals for the deployment of the Housing Revenue Account (HRA) and Public Sector Housing Capital.

**Resolved**

- (1) That the reduction of rents for Housing Revenue Account (HRA) dwellings by 1% from 1st April, 2019, as referred to in paragraphs 3 to 5 of the report, be approved.
- (2) That the changes to service charges, as detailed in paragraphs 6 and 8 of the report, be approved.
- (3) That the maintenance of current heating and lighting charges for sheltered housing with an average weekly charge of £14.92, as detailed in paragraph 7 of the report, be approved.
- (4) That the reduction of the current charge for pitch licences at Oak Lane by 1%, as outlined in paragraph 9 of the report, be approved.
- (5) That an increase of 2.7% for water charges at Oak Lane to £6.67 per week, as referred to in paragraph 9 of the report, be approved.
- (6) That an increase of £20 in the leaseholders' administration fee from £100 to £120 per annum, and an increase of £10 in the charge for the leasehold information pack, from £50 to £60 (plus VAT), as outlined in paragraphs 10 and 11 of the report, be approved.
- (7) That an increase of 2.1% (30p per month) for private Telecare Clients, as outlined in paragraph 12 of the report, be approved.
- (8) That the Council be recommended to approve the revised HRA budget for 2018/19 and the HRA budget for 2019/20, as outlined in

Appendix 1, and the consultation arrangements set out in paragraph 4 of the report be noted.

- (9) That the Council be recommended to approve the public sector housing revised capital budgets for 2018/19 to 2022/23, attached as Appendix 2, and the consultation arrangements outlined in paragraph 4 of the report be noted.
- (10) That the Council be recommended to authorise the Strategic Director Place and the Chief Officer Finance and Legal Services to bid for and enter into funding arrangements for additional resources to supplement investment in the public sector housing stock as outlined in paragraphs 27 and 28 of the report and that expenditure funded from such resources be added to the Capital Programme.
- (11) That the Council be recommended to authorise the Strategic Director Place, following consultation with the Cabinet Member for Housing and Residents Welfare, to manage and allocate resources to the capital programme, as outlined in paragraph 29 of the report.
- (12) That the Council be recommended to confirm that all capital receipts arising from the sale of HRA assets (other than any receipts that may be specifically committed to support private sector housing) should continue to be used for the improvement of council homes, as set out in paragraph 29 of the report.
- (13) That the Council be recommended to authorise the Strategic Director Place to continue to buy back former right to buy properties, to buy other properties, and to buy land where required to assemble a viable site for housing development, subject to a robust assessment of good value for money and sustainability in terms of lettings, maintenance and major works, as set out in paragraph 30 of the report.
- (14) That the Strategic Director Place be authorised to procure and enter into contracts for the delivery of the capital programme, as outlined in paragraph 31 of the report.
- (15) That the Council be recommended to endorse the HRA medium term financial strategy and thirty year business plan attached as Appendix 3 to the report.

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## 52 **Medium Term Improvement Plan for Children's Services**

A report of the Strategic Director People was submitted on the Medium Term Improvement Plan for Children's Services providing Cabinet with an overview of the emerging planning and improvement process for the Children's Services Division, following the Ofsted Inspection undertaken in October/November, 2018.

## **Resolved**

- (1) That the formal report of the Ofsted Inspection be noted.
- (2) That, subject to any required amendments, the Medium-Term Improvement Plan be approved.
- (3) That the requirement for the Medium-Term Improvement Plan to be supported by an Operational Action Plan, providing a performance tool to support delivery of the Improvement Plan, be noted and that the Action Plan be agreed by the Strategic Director People and the Cabinet Member for Children and Young People, subject to formal approval by Ofsted in March 2019.

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### **53 School Organisation, Place Planning and Updated Place Planning Strategic Plan**

A report of the Strategic Director People was submitted on work undertaken to ensure that school places kept up with demand with regards to residential developments and demographic pressures and advising of the plans in process.

## **Resolved**

That the School Place Planning Strategic Plan be approved.

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### **54 Review of Travellers Transit Site Provision in Dudley Borough**

A report of the Strategic Director Place was submitted on the outcome of the review of the decision to locate a temporary Travellers Transit site at Budden Road, Coseley, announced during September 2018.

Arising from the presentation of the report several comments and queries were made by the Opposition Group, including the following:-

- Concerns raised on proposed costs estimated to be in the region of £300,000 for enforcement and to provide additional security at vulnerable sites across the Borough.
- Reference made to the establishment of a team of Environment Enforcement Officers and the powers of these Officers was queried together with the length of time it would take for action to be taken. The Police had previously given an undertaking that where there were incursions travellers would be moved on if they had not vacated the site in two hours. Being on a site for no longer than two hours was considered to be more of a deterrent than placing barriers or bollards.

- Reference was made to the previous report submitted to Cabinet in February 2018 and conflicting information contained in the previous and current report were highlighted.
- Access to the Budden Road site being inappropriate for the intended use was refuted.
- Discussions held at the Place Scrutiny Committee were referred to together with consultation that had been undertaken as well as work conducted in identifying potential sites.
- The omission of the contamination issue in the report was referred to and it was queried whether this was no longer a problem and the site may now be used for alternative use.
- Insofar as the recommendation seeking implementation of a Borough wide injunction against Unauthorised Encampments, it was indicated that this issue had previously been considered and advice was given to the contrary. It was further stated that Walsall Council had recently been refused a Borough-wide injunction without a transit site.
- The Leader of the Opposition Group suggested that the item be deferred subject to cross party discussions taking place with relevant Officers to consider the way forward.

## **Resolved**

- (1) That as a result of the review of the proposed provision of a temporary Transit site at Budden Road, Coseley, the project be discontinued.
- (2) That Officers be directed to identify smaller scale sites suitable for provision of a permanent Travellers Transit site and based on an assessment of each, make recommendations as to the preferred site and costs thereof, to be presented to a future meeting of the Cabinet.
- (3) That the establishment of a team of Environmental Enforcement Officers be approved.
- (4) That a programme of additional measures, including enhanced security, be developed and implemented on sites vulnerable to Unauthorised Encampments following engagement with the communities concerned.
- (5) That responsibility for finalising the detail of the Environmental Enforcement Team and programme of preventative and security measures be delegated to the Strategic Director Place following consultation with the Cabinet Member for Housing and Residents Welfare.

- (6) That officers be directed to seek the implementation of a borough wide injunction against Unauthorised Encampments.
  - (7) That the Leader of the Council write to the Mayor of West Midlands Combined Authority asking him to press the government to legislate to enable a WMCA wide use of transit sites.
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55     **The Local Government and Social Care Ombudsman's Annual Review Letter 2018**

A report of the Chief Officer Transformation and Performance was submitted on the Annual Review Letter for 2018 from the Local Government and Social Care Ombudsman and information in respect of complaints received against the Council and dealt with by the Ombudsman's Office.

**Resolved**

- (1) That the report and the Annual Review Letter 2018 from the Local Government and Social Care Ombudsman be noted.
- (2) That Chief Officers continue to ensure that requests for information on complaints are dealt with by the date requested to ensure that the Council maximises its performance on response times and remedy of complaints is maintained.
- (3) That all Directorates continue to monitor and review their complaints actively to underpin ongoing good practice to achieve timely local resolution of complaints wherever possible.
- (4) That the Cabinet endorse the recommendation of the Strategic Director People, as set out in Appendix 3 to the report, concerning the Local Government and Social Care Ombudsman's findings regarding Third Party Top-Ups and that the Council continue to permit third party contributions to be arranged between the care provider and the third party without Council involvement.

The meeting ended at 8.10 p.m.

LEADER OF THE COUNCIL

**Meeting of the Cabinet – 20<sup>th</sup> March 2019**

**Report of the Strategic Director Place**

**Construction Charter**

**Purpose**

1. To propose the adoption of a Construction Charter in order to ensure the Council seeks to achieve the highest standards in respect of direct employment status, health and safety, standard of work, apprenticeship training and the implementation of appropriate nationally agreed terms and conditions of employment within its construction contracts.

**Recommendations**

2. It is recommended that:-
  - The Council adopts the Construction Charter attached as Appendix A.
  - The Leader of the Council be authorised to sign the Construction Charter with Unite the Union on behalf of the Council.
  - That the Strategic Director Place and Chief Officer Finance and Legal Services be authorised to incorporate The Construction Charter into appropriate terms and conditions for all relevant construction and civil engineering contracts.

**Background**

3. The Council recognises that through construction and civil engineering contracts it has the opportunity to promote economic growth across the Borough and deliver training and employment opportunities as well as providing social and environmental benefits through sustainable purchasing and environmental policies and practices.
4. The Council is committed to ensuring that its construction and civil engineering contracts are undertaken to the highest standards in accordance with best practice with regards to the health and wellbeing, safety, employment status and terms of employment for construction operatives employed by its contractors, sub-contractors and suppliers.
5. It is proposed therefore that the Council adopts the Construction Charter (attached as Appendix A) which will seek to ensure that contractors treat their employees, sub-contractors and suppliers fairly, and that they adopt the highest possible standards with regards to ensuring the health, safety and welfare on and around construction sites, and that the Leader of the Council be authorised to formally agree and sign the Charter with Unite the Union.

6. The Council's standard terms of conditions for construction contracts are proposed to be amended to ensure that the provisions of this Construction Charter can be incorporated into appropriate construction and civil engineering contracts.

### **Finance**

7. There are no direct financial implications as a result of this report. Any financial implications will be addressed in the approval of budgets for future construction related contracts.

### **Law**

8. Appropriate terms and conditions for construction contracts will be amended to ensure that the principles of the Construction Charter are incorporated into the terms and conditions so far as is reasonable and practical.

### **Equality Impact**

9. There are no direct equality implications as a result of this report.

### **Human Resources/Transformation**

10. There are no human resources or transformation implications as a result of this report.

### **Commercial Implications**

11. There are no commercial implications as a result of this report.



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**Alan Lunt**  
**Strategic Director Place**

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**CONSTRUCTION CHARTER**

As a Local Authority, we are responsible for the procurement of a multitude of construction projects. It is therefore appropriate that we as a responsible client enter into this agreement and commit to working with the appropriate trade unions, in order to achieve the highest standards in respect of; direct employment status, health and safety, standard of work apprenticeship training and the implementation of appropriate nationally agreed terms and conditions of employment.

The following shall be a requirement for all contractors and their supply chain engaged by this Authority:-

1. All parties recognise that the highest level of compliance with current HMRC regulations must be achieved where public funds are utilised. Dudley Metropolitan Borough Council will use its best endeavours, where feasible, to appoint operatives, directly on a PAYE basis under a contract of employment.
2. Health and safety of workers on all of our construction projects is paramount. It is therefore a requirement that all contractors rigorously implement and adhere to our minimum standards for health and safety, as set out in our procurement documents. In addition, we require all contracts to provide quality welfare facilities fit for purpose in accordance with the Construction Design and Management Regulation of 2015 and for contractors employed to be members of a Safety Schemes in Procurement (SSIP) accredited body.
3. It is a recognised fact that the presence of trade union safety representatives significantly improves safety in the workplace. Contractors and their supply chain are encouraged to work collaboratively with the appropriate trade unions to identify and implement reasonable real-world initiatives.
4. The Authority requires all projects to be completed to the highest standard, so as to meet the aspirations of the residents of the Borough. In order to achieve this it is recognised that it is necessary that all workers are competent and have the appropriate level of skill to carry out the work they are employed to do. To assist in the achievement of this goal the Authority's contractors and their supply chain will ensure they retain documented evidence that all workers are competent to carry out the work they have been employed to do. They will ensure that such evidence is retained in a way as to allow the Authority or its nominee's to audit the documentation. Possession of the recognised industry skills/grade card such as JIB or CSCS will be considered acceptable evidence.
5. The Authority is mindful of the industry skills shortage and the need to address this through appropriate apprenticeships, including adult training in up skilling. The Authority's contractors and supply chain will in consultation with the Authority and other interested parties aim to develop and implement a programme that addresses the skills shortage and provides training opportunities to local residents. Dudley Metropolitan Borough Council will also seek to maximise the benefit and delivery of employment, apprenticeships and training through a commitment to

delivering Social Value in procurement and contracting through its Social Value in Procurement and Contracting Policy.

6. The Authority recognises the right of all construction workers to be employed under and to be protected by the appropriate national industry collective agreement. The Authority requires full compliance with all appropriate national agreements applicable to the Construction industry.
7. All contractors and their supply chain will accept the right of any trade union that is a signatory to an appropriate national agreement, to appoint shop stewards, workplace health and safety representatives and Union Learning Reps. All trade union accredited representatives will be granted appropriate time and facilities to carry out their responsibilities.
8. The Authority, its contractors and their supply chain are committed to a fair and transparent recruitment policy. All contractors and their supply chain will actively ensure that the engagement of labour is based on the individual's ability to meet the needs of the project and the specific tasks for which they are recruited to undertake. In addition, during the procurement process, Dudley Metropolitan Borough Council requests information from bidders in relation to equality and diversity policies, approaches and any prosecutions or adverse tribunal judgements.
9. The Authority its contractors and their supply chain agree it's not acceptable for anyone to use or make reference to any form of blacklist.
10. The Authority recognises the benefit trade unions bring to the workplace and the rights of workers to hear from trade union representatives. The Authority's contractors and their supply chain are required to allow access to nominated trade union officer from trade unions that are signatories to the appropriate national agreements. Access shall mean access to welfare facilities during working times so as to allow them to consult with their members and potential members.
11. The Authority supports safe working practices within communities. Contractors will ensure construction sites appear professional and well managed, give utmost consideration to their impact on neighbours and the public, will aim to protect and enhance the environment, aim for the highest levels of safety performance and provide a supportive and caring working environment. The Authority will encourage all contractors to register with Considerate Constructors Scheme and deliver our major construction projects in Dudley Metropolitan Borough in accordance with the Code of Considerate Practice.

**LEADER OF THE COUNCIL**

Name:

Signature:

Date of Signing:

**UNITE THE UNION**

Name:

Signature:

Date of Signing:

**Meeting of the Cabinet – 20<sup>th</sup> March 2019**

**Joint Report of the Chief Executive and Chief Officer Finance and Legal Services**

**Capital Programme Monitoring**

**Purpose of Report**

1. To report progress with the implementation of the Capital Programme.
2. To propose amendments to the Capital Programme.

**Recommendations**

3. That the Council be recommended:
  - That progress with the 2018/19 Capital Programme, as set out in Appendix A be noted.
  - That expenditure to be funded from the 2019/20 Disabled Facilities Grant allocation and any future annual or in-year allocations be included in the Capital Programme, as set out in paragraph 6.
  - That the Heritage Wall restoration project at Wollescote Park be approved and included in the Capital Programme, as set out in paragraph 7.
  - That the Integrated Transport Funding 2019/20 allocation be noted and the associated expenditure together with expenditure to be funded from any future Integrated Transport allocations, be included in the Capital Programme, as set out in paragraph 8.
  - That the additional resource of £38,000 be added to the Bridges and Retaining Walls Capital Programme for 2019/20, and that the Strategic Director Place be authorised in consultation with the Cabinet Member for Highways and Environment to allocate the funding to a specific priority project in due course, as set out in paragraph 9.
  - That the project to provide a new public reception area at the Corbyn Road building be approved and included in the Capital Programme, as set out in paragraph 10.
  - That the project to install a heat pump at the Crystal Leisure Centre be approved and included in the Capital Programme, as set out in paragraph 11.
  - That the additional 2018/19 Schools' Devolved Formula Capital allocation be noted, and the associated expenditure, together with expenditure to be funded from any future Devolved Formula Capital allocations, be included in the Capital Programme, as set out in paragraph 12.

- That the revised Special Educational Needs and Disabilities (SEND) allocation be noted and the associated expenditure together with expenditure to be funded from any future SEND capital allocations, be included in the Capital Programme, as set out in paragraph 13.
- That the scheme for enhancement and development at Sycamore Adventure to include soft play facilities be approved and included in the Capital Programme, as set out in paragraph 14.

## **Background**

4. The table below summarises the *current* 3 year Capital Programme updated where appropriate to reflect latest scheme spending profiles.

	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Public Sector Housing	39,610	41,368	38,900
Private Sector Housing	12,407	4,108	350
Environment	2,399	12,710	8,652
Transport	12,552	9,420	4,816
Regeneration	2,612	8,389	3,727
Cultural	779	18,275	6,500
Schools	14,445	16,899	5,758
Social Care, Health and Well Being	882	1,040	0
Chief Executive's	435	0	0
<b>Total spend</b>	<b>86,121</b>	<b>112,209</b>	<b>68,703</b>
Revenue	7,442	2,333	4,564
Major Repairs Reserve (Housing)	23,215	23,431	23,900
Capital receipts	12,029	33,589	15,945
Grants and contributions	32,675	11,522	8,828
Capital Financing Requirement	10,760	41,334	15,466
<b>Total funding</b>	<b>86,121</b>	<b>112,209</b>	<b>68,703</b>

Note that the capital programme for future years is in particular subject to government grant allocations, some of which have not yet been announced.

5. An update on progress with the Council's most significant capital schemes is shown in Appendix A. It is proposed that the current position be noted.

## **Private Sector Housing**

### **6. Disabled Facilities Grants 2019/20**

The Council receives an annual funding allocation to provide Disabled Facilities Grants (DFGs) to support elderly and disabled residents remaining in their own homes. Dudley MBC's initial 2018/19 allocation was £5.263m with an additional £0.661m awarded in-year. Individual authority allocations for 2019/20 have not yet been notified, but nationally the allocation is expected to be at least £500m, an increase on the £468m initial allocation in 2018/19.

It is proposed that expenditure to be funded from the 2019/20 allocation together with that to be funded from any future annual or in-year allocations be included in the Capital Programme in due course.

## **Environment**

### **7. Heritage Wall restoration at Wollescote Park**

The grade 2 listed curtilage walls at Wollescote Park have suffered considerably over the last four years. In 2015 a large section of wall collapsed and in January 2018 a further section of wall collapsed close to the bowling green. Anti-social behaviour at the site has increased considerably as a result of this damage. Funding for repairing and replacing the wall next to the bowling green at an estimated cost of £70,000 has been obtained through a bid to Enovert and a request to the Ernest Stevens Trust.

It is proposed that the project be approved and included in the Capital Programme.

## **Transport**

### **Integrated Transport Funding 2019/20**

8. The allocation of the above to individual authorities has been undertaken, with Dudley's share being £1,449,000. The distribution between specific programmes will be determined in due course in accordance with agreed procedures in consultation with the Cabinet Member for Highways and Environment. It is proposed that the allocation be noted and the associated expenditure together with expenditure to be funded from any future Integrated Transport allocations, be included in the Capital Programme.

### **Bridges and Retaining Walls**

9. Network Rail has agreed to make a retrospective contribution of £38,000 to the completed Worcester Lane (Road over Rail) scheme within the Bridges and Retaining Walls Capital Programme, following negotiations regarding the benefit to their rail line of the work undertaken.

It is proposed that this additional resource be added to the Bridges and Retaining Walls Capital Programme for 2019/20, and that the Strategic Director Place be authorised in consultation with the Cabinet Member for Highways and Environment to allocate the funding to a specific priority project in due course.

## **Regeneration**

### **Corbyn Road Public Reception Area**

10. A project for the infill of a courtyard at the Corbyn Road building to allow additional office accommodation at an estimated cost of £500,000 was approved by Cabinet in June 2018 and is already included in the Capital Programme. This project will ensure that other key teams from Children's Services can occupy the building to complement the work ongoing there.

The use of the Corbyn Road building has meant that it is increasingly becoming the main focal point for Children's Services, which has also seen an increasing use by members of the public. To ensure ongoing accessibility and to address safeguarding there is a requirement for a fit for purpose public reception area. An additional scheme has been designed that would address this requirement. It is the intention that this work is procured through the main courtyard contract, therefore offering better value for money.

The cost of £50,000 can be funded from remaining 14-19 Diplomas, SEN and Disabilities Capital Grant. It is proposed that the project be approved and included in the Capital Programme.

## **Cultural**

### Crystal Leisure Centre Heat Pump

11. The heating requirements of Crystal Leisure Centre are currently met by a Combined Heat and Power Unit (CHP), and ageing gas boilers. The CHP unit is operated under a Power Purchase Agreement with Centrica which will expire 31<sup>st</sup> March 2021. The centre has two banks of gas boilers, one of which has been out of order for a considerable time. The boilers are past the point of economical repair and a new heating solution is required. Evaluation of different options has highlighted an open-loop heat pump as offering the most cost effective solution, when considering capital and life-time running costs. Heat pumps take energy from the ground, air, or water and 'upgrade' it to higher temperatures by using electricity. An open-loop system is proposed, whereby water would be extracted through a bore-hole and pass over the heat pump before being returned to the ground. Such systems typically have a Coefficient Of Performance (COP) of between 4 and 5, meaning that for each KWh of electricity used, they are able to produce four or five KWhs of heat. The technology is low-carbon and will help the Council achieve its ambition of becoming a "cleaner, greener place".

The overall cost of the project is estimated at £600,000. However, the Council will receive a subsidy payment (the Renewable Heat Incentive) for each unit of heat that is generated worth an estimated £126,000 per year. In addition, gas usage savings are estimated to be £48,000 per year, but with a forecast increase in electricity usage of £88,000. The net saving to the Council per annum is therefore estimated to be £86,000.

The capital cost can be financed by prudential borrowing with the consequent debt charges being funded by the net saving detailed above. It is therefore proposed that the project is approved and included in the Capital Programme.

## **Schools**

### Additional 2018/19 Devolved Formula Capital

12. Dudley's share of the additional Devolved Formula Capital (DFC) funding allocation announced in the Chancellor's Autumn Budget is £982,000. Individual schools' allocations are prescribed by the Department for Education (DfE) and their utilisation will be monitored and supported by the Council in line with existing processes to ensure compliance with DFC grant funding conditions. The additional funding can be spent on capital projects to meet schools' own priorities and it is expected this is likely to be in the form of improvements rather than towards major capital projects.

It is proposed that the funding allocation be noted and the associated expenditure together with expenditure to be funded from any future Devolved Formula Capital allocations, be included in the Capital Programme.

### Special Educational Needs and Disabilities (SEND) Capital Allocation

13. As reported to Cabinet in June 2017, original funding allocations were announced in March 2017 for expenditure in 2018/19 - 2020/21. The allocation formula was based principally on projected population growth for those aged 2-18 over this period, with location factors applied to allow for variations in building costs. Dudley's original allocation totalled £732,000.

Further announcements in May and December 2018 increased the total funding available by £170,000 and £340,000 respectively, bringing Dudley's current total allocation to £1,242,000.

The funding is allocated to invest in improving the quality and range of provision for children and young people with SEN and disabilities aged 0-25. The allocation can be utilised to enhance facilities and number of places available to young people with complex needs. Planning of specific projects and consultation in line with grant funding conditions are currently being developed.

It is proposed that the revised allocation be noted and the associated expenditure together with expenditure to be funded from any future SEND capital allocations, be included in the Capital Programme.

### Sycamore Adventure

14. A scheme has been drawn up for enhancement and development at Sycamore Adventure to include soft play facilities. The estimated cost of £50,000 can be funded from Troubled Families resources.

It is proposed that the project be approved and included in the Capital Programme.

## **Finance**

15. This report is financial in nature and information about the individual proposals is contained within the body of the report.

## **Law**

16. The Council's budgeting process is governed by the Local Government Act 1972, the Local Government Planning and Land Act 1980, the Local Government Finance Act 1988, the Local Government and Housing Act 1989, and the Local Government Act 2003.

## **Equality Impact**

17. These proposals comply with the Council's policy on Equality and Diversity.
18. With regard to Children and Young People:
- The Capital Programme for Schools will be spent wholly on improving services for children and young people. Other elements of the Capital Programme will also have a significant impact on this group.
  - Consultation is undertaken with children and young people, if appropriate, when developing individual capital projects within the Programme.
  - There has been no direct involvement of children and young people in developing the proposals in this report.

## **Human Resources / Transformation**

19. The proposals in this report do not have any direct Human Resources / Transformation implications.

## **Commercial Implications**

20. The proposals in this report do not have any direct Commercial implications.



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**Chief Executive**

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## **List of Background Papers**

Relevant resource allocation notifications.



## Progress with Major Capital Schemes

### Public Sector Housing

#### New Council Housing

Works commenced on site March 2017, completing in phases by 2019/20, for 130 new homes in a mixed tenure development at Middlepark Road, Russells Hall of which 42 will be new Council homes. The first 10 Council owned homes were completed March 2018. The remaining 32 Council homes are all now completed and the private sale scheme will complete late Summer 2019.

Work commenced in October 2017 for 16 apartments at Beech Road, Kingswinford, initially with the demolition of the existing structure. The scheme was completed November 2018.

Work commenced in October 2017 for 12 one bedroom apartments at Wolverhampton St, Dudley, as part of the Wolverhampton St regeneration corridor. Completion due April 2019.

Work commenced in March 2018 for 12 bungalows at Crowle Drive, Stourbridge. Completion due March 2019.

Work commenced in March 2018 for 10 new houses at Wychbury Rd, Stourbridge. Completion due April 2019.

Planning approval has been received for the following 39 units across 5 schemes with starts on site Q1 2019:

- 14 houses at Stewarts Rd, Halesowen -
- 6 new Council houses at Uplands, Dudley, (a revised scheme to address parking concerns following refusal of planning permission in April 2018)
- 8 houses at Portway Close, Kingswinford
- 3 new houses at Kinfare Rise
- 8 houses and 2 bungalows at Worcester Rd, Netherton (site of former Darby End Estate Office)

Planning applications are in progress for a number of schemes, including:  
Feasibility work is ongoing for other infill sites across the borough and discussions are ongoing with Planning and Highways.

#### Other Public Sector Housing

There has also been good progress with other major capital investment programmes, notably this financial year:

- Over 5,000 existing homes have had some form of capital improvement :
  - 200 bathrooms
  - Over 250 kitchens
  - Almost 500 electrical improvements
  - 200 new roofs
  - 1,400 new windows to 365 homes
  - Over 2,000 new external doors
  - The Fuel Poverty budget is expected to spend to target and almost 1,000 new modern efficient boilers were installed up to end Q3 (Dec 31<sup>st</sup> 2018). The average SAP rating of the council's housing stock has increased to 71.
- The independent living programme is projected to spend to budget, with 195 homes adapted for persons with a disability, with 241 commenced in the year.

## **Private Sector Housing**

### Homes for Sale

This will deliver 59 homes for sale at market prices and 20 affordable homes (25% of the homes being developed) for rent by the HRA.

Planning approval has been received for all four schemes.

Work has now completed at:

- Wenlock Gate (Wrens Nest Road) – a development of 8 new homes with 4 for private sale (all 4 sold).

Work has commenced at:

- Red House Mews (King William St / Brettell Lane Amblecote) – a development of 20 new homes with 16 for private sale. Completion due Autumn 2019 (10 plots reserved or sold off plan as at February 2019)
- Mill Grange (Mere Road, Norton) – a development of 18 homes with 14 for private sale. Completion due Winter 2019 and whilst not yet released for sale, there is high interest.
- Castle Court (Beechwood Rd, Dudley) development of 33 homes with 25 for private sale. Completion due Spring 2020

### Disabled Facilities Grants

The budget is projected to be fully expended at year end, including the additional £661,000 approved in December 2018. So far this financial year, at end Q3 288 schemes have been approved, 264 have commenced and 194 completed.

## **Environment**

### Lister Road Depot Redevelopment

Following feedback received from the initial planning application, the designs of the development have been reviewed and amended to address these concerns. The full planning application has been approved at Development Control Committee. Procurement options for the construction works are currently being considered and enabling works are due to commence by March 2019.

### Stevens Park, Quarry Bank

The Round 2 Heritage Lottery award was announced at the end of December 2018, and the funding agreements signed at the end of January. The recruitment of Project Manager and Design Team is now underway to finish the detailed project designs and start the process of tendering for the contract. The building work is due to be complete by the end of 2020 and Emily Jordan Foundation Projects is due to lease the building from the Council from this point. It will be delivering horticultural training, cycle repairs and metal recycling plus a community café for people with learning difficulties.

## **Transport**

### Street Lighting (Invest to Save)

Almost 3,600 street lighting lantern conversions to LED technology on main roads have been completed. This is approximately 55% of the total works. The programme will continue to progress during the remainder of 2018/19 and throughout 2019/20. In addition, almost 1000 lanterns have been purchased, ready to be installed over the next few months. New columns and lanterns will be programmed for installation during this year and next. In addition, external contractors have installed around 160 of over 370 12 metre columns forming part of this project.

## **Regeneration**

### Dudley Townscape Heritage Initiative

The Townscape Heritage (TH) programme is funded through the Heritage Lottery Fund which offers grant assistance to carry out repair, reinstatement and refurbishment works to historic buildings, as well as a programme of complementary education and community engagement activities. The Phase 2 TH programme, which is operating with a grant budget of £1.178m from the HLF and £300,000 matchfunding from the Council, commenced in February 2017. It will run for 4 years and focuses on buildings in the town centre's historic core.

The work at 203/204 Wolverhampton Street has been completed. Grant offers for neighbouring properties at 208 and 209 Wolverhampton Street have been confirmed and work is now expected to commence in spring. Other projects identified as priorities within the bid include 204a Wolverhampton Street (planning application submitted), 216 Wolverhampton Street (planning application has been submitted) and 14 New Street (planning approval obtained and detailed plans are currently being drawn up). These projects are being progressed with the private owners with a view to work being undertaken this year. Other projects in discussion with owners include Fountain Arcade and Plaza Mall, but are in the early stages of development.

Activities are also being progressed and developed in conjunction with teams in Adult and Community Learning, Museums and Communications and Public Affairs, with events such as the Heritage Open Day held in September and the continued development of the volunteer training programme. We are also liaising with Dudley College to facilitate training in conservation skills. The TH programme is being progressed in line with the Action Plan.

### One Public Estate

Following the Police previously based at Dudley Police Station having successfully taken up occupation at 7 St James Road, work is in progress with regard to the Police taking a lease at Market Street, Stourbridge, (building previously occupied by Citizens Advice).

In relation to assets considered surplus to operational requirements, work continues to dispose of them by the most beneficial method including on the open market and via Community Asset Transfer. Some £4.0m of (General Fund) capital receipts have been realised since 1<sup>st</sup> April 2017 with approximately £1.5m (General Fund) sold subject to contract or under offer. Where necessary, to increase value or to make a sale more viable, some site remediation is being considered prior to future disposal.

### Corbyn Road Extension

Tenders are about to be sent out following detailed design work. Building work is planned to start in March 2019 with completion anticipated in late September 2019.

### Low Carbon Place Strategy

Although the Council was originally awarded £2.5m of European Regional Development Funding (ERDF), a late condition placed on that award significantly reduced deliverability. As a result the project has been re-designed with an increased focus on improving the energy efficiency of council housing stock by installing new gas boilers and smart heating controls. Funding is also being sought to improve the energy efficiency of heating and lighting in corporate buildings. The total value of the grant remains at £2.5m, with £2.5m of match funding to be met from existing Housing Revenue Account (HRA) budgets. The project is being reassessed by the Ministry for Homes and Local Government (MHCLG) for eligibility with a decision expected during the 2018/19 financial year.

### Very Light Rail (VLR)

Two Very Light Rail test tracks are to be installed between Castle Hill Bridge and Cinder Bank with a test passenger platform located at the Cinder Bank end of the tracks. Full track length will be approximately 2km. The eastern track will be bedded on stone ballast and western track bedded on concrete track form system, the western track to form a later phase of work. The existing use of the track-way is a disused freight track-way which is subject to lease terms on the land which will be shared with the landowner (Network Rail) and the test track operator WMG. A planning application was submitted on 10<sup>th</sup> November 2017 and determined with reserved matters on 25<sup>th</sup> January 2018.

A planning application for the proposed new building for the 'Very Light Rail National Innovation Centre'(VLRNIC), including a pedestrian foot bridge link to Tipton Road and links to future metro line, car parking, rail vehicle test track sidings and linking lines into the VLRNIC engineering hall was submitted on 12<sup>th</sup> December 2017 and determined with conditions to be discharged on 2<sup>nd</sup> March 2018.

Building regulations conditional notification was received on 22<sup>nd</sup> February 2018 and Conditional Approval received on 25<sup>th</sup> May 2018.

Phase 1 advance enabling site works and surveys commenced in December 2017 and are now complete albeit additional minor surveys may be undertaken if scheme design development dictates.

The Phase 1 main works (including Metro Retaining Wall, see below) are due to commence after contract award and are forecast to complete in Spring of 2021.

The Council has been formally advised that the ERDF bid for £5.35m was rejected by the MHCLG on grounds of two key issues – state aid advice did not adequately demonstrate that the scheme was State Aid compliant and the business plan did not give the assurance that there would be sufficient return on investment.

The next call for “Priority 1” ERDF funding took place in October 2018 and an outline application was submitted on the 23 November 2018. The team has taken legal advice (from both our advisors and those recommended by the ERDF team) and is confident that the resubmission will now adequately demonstrate compliance with State Aid. Similarly, the business plan has been amended and expanded upon to overcome MHCLG reservations and now provides a robust plan for the required term of 15 years. The scheme has received approval of the outline submission and the full formal submission has until the end of May 2019 to be prepared. The project team do, however, intend to submit before this time to maintain the project programme.

The latest cost plan is indicating cost exceeding the budget slightly and the project team is still reviewing a number of savings to ensure the scheme can be delivered within the budget.

### Metro Retaining Wall

The West Midlands Combined Authority approved funding of £4,335,000 on 27<sup>th</sup> November 2017. It is estimated that this will be expended between November 2017 and April 2020.

The design works stage commenced in October 2017 and is currently under review based on recent changes made to the alignment of the new metro line and the Station Road Tram Stop. Approval of the revised design by the CA is expected in April 2019.

The Metro Retaining Wall construction is due to commence in the summer of 2019 and is forecast to complete in Spring of 2020. Current estimates are indicating the wall costs breaching the available budget and an exercise is currently underway providing further refinement to the design to enable the budget to be maintained.

## **Cultural**

### Leisure Centres

RIBA Stage 2 has now been completed on the Leisure Centre project to deliver one new leisure centre in Dudley and refurbish Crystal and Halesowen Leisure Centres. This has involved progressing more detailed design works and budget costings for all three centres. In accordance with the agreed project timetable the Strategic Project Board has now been instructed to progress the development of a new Dudley Leisure Centre. A workshop is taking place involving the appropriate technical officers from Dudley and Alliance Leisure to ensure that a detailed brief, including budget, building aesthetics and programming of works in alignment within the wider town centre regeneration programme, is clearly defined. Alliance Leisure will then progress the Dudley Leisure Centre development through to completion of RIBA Stage 4.

### Stourbridge Crematorium

The upgrade of the cremators and enhancement works to the chapel at Stourbridge Crematorium are now scheduled to commence in the autumn of 2019. The start date has been pushed back due to a redesign of the area where the cremators are to be installed. The contract will be awarded shortly. The spend is forecast to be within budget.

## **Schools**

### Schools Basic Need Projects

The identification of the next phase of projects to be funded from Basic Need capital grant has been agreed, with Brierley Hill Township secondary school places as a priority. Statutory consultations for both proposals are imminent and subject to a satisfactory outcome, the plan is to expand both Wordsley and Crestwood Secondary Schools to meet projected growth by 2020 with an additional 300 pupil places for each school.

Numbers for both primary and secondary school places continue to be closely monitored and processes are in place to recommend the next wave of capital projects to address any projected growth across both sectors.

### Priority Schools Building Programme

As reported previously, the Council has received formal confirmation from the Education Skills Funding Agency (ESFA) of a revised grant allocation of £2,515,000 for the rebuild of the Key Stage 1 block at Huntingtree Primary School. The project has commenced on-site and is progressing well.

### Healthy Pupil Capital Fund

As reported previously, the Council has been allocated £226,000 from the Healthy Pupils Capital Fund (HPCF) to improve children's and young people's physical and mental health by improving and increasing availability to facilities for physical activity, healthy eating, mental health and wellbeing and medical conditions. Funding is provided from the Soft Drinks Industry Levy, also known as the "Sugar Tax".

Officers have assessed options on how best to disseminate the funding with the integration of a deprivation factor across the maintained school estate to address areas with most need. Community, foundation and voluntary controlled schools have been informed of the grant allocation and have been asked to apply to the Council for funding towards a project that they believe meets the fund criteria. Bids will be assessed to ensure that they comply with the bidding criteria before schools are informed of the outcome.

### **Social Care, Health and Wellbeing**

#### Social Care ICT

Engagement with the supplier is underway. Timescales are subject to detailed project planning. The overall project (revenue and capital) is now estimated to cost £3.5m which can be funded from the one-off revenue allocation in 2017/18 and the use of earmarked reserves.

**Meeting of the Cabinet – 20<sup>th</sup> March 2019**

**Report of the Chief Officer Transformation and Performance**

**Gender Pay Gap 2018 – Snap shot date 31st March 2017**

**Purpose**

1. To consider and approve the proposed Gender Pay Gap report 2018 for public disclosure by 30th March 2019 in accordance with the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

**Recommendations**

2. It is recommended that Cabinet consider and approve the proposed Gender Pay Gap report 2018 for public disclosure, in accordance with the deadline date of 30th March 2019 to ensure compliance with the requirements of the 2017 Regulations. The Gender Pay Gap 2018 document can be viewed on the Council's Website ([Committee Management Information System](#)).

**Background**

3. With effect from 2017, any organisation employing 250 or more employees must publish and report specific figures about their gender pay gap. The gender pay gap is the difference between the average earnings of men and women, expressed relative to men's earnings.
4. To comply with the Regulations, employers must both:
  - Publish their gender pay gap data and a written statement on their public facing website
  - Report their data to government online using the gender pay gap reporting service.
5. The figures must be calculated using a specific reference date known as the 'snapshot date' which for public sector organisations is 31st March and must be published within a year of the snapshot date i.e. 30th March each year.
6. Dudley first published its Gender Pay Gap report for 2017 in March of last year which identified that its gender pay gap was 11% (mean) and 18% (median) both above the average of 7.8% (mean) and 7.5% (median) for all West Midlands local authorities. This comparator group included a wide range of Councils that differed in size and workforce composition.
7. In order to comply with the Regulations, the first challenge was the calculation itself. Having promoted equality, diversity and inclusion within our workforce, Dudley has employees on differing terms and conditions of employment

including part-time workers, casual workers, term-time only workers and employees on annualised hours. Therefore doing the calculation was, and continues to be, a difficult and complex process.

8. The second challenge was telling the actual story as we wanted to ensure that Dudley's story reflected our workforce which operates across a lot of different sectors. Unlike a lot of industries who will only be comparing one group of employees, Dudley will be comparing across lots of diverse groups of employees.
9. The third challenge, which has been recognised since its implementation in 2017, is the challenge of avoiding comparing one Council's data with another Council. It is recognised that services provided by Councils do differ in that some have chosen to contract out some services whilst others, such as Dudley, have opted to retain their services in-house.
10. Benchmarking with our neighbouring authorities has proved this to be the case. Using 2017 figures, Birmingham, Sandwell, Coventry and Wolverhampton all published figures below that of Dudley (a table detailing the West Midlands ADASS Region Councils for 2017 is attached as an Appendix to this report). However, Birmingham do not provide Refuse, Highways or Catering Services; Sandwell have no Direct Services or Leisure Services and Coventry provide no Catering Services. All of these services are indicative of predominately male or female dominated roles which impact on and distort the pay gap % age.
11. To demonstrate this, and using Catering Services as an example, Dudley currently provides this service in-house employing approximately 300 female catering assistants compared to 10 male. If this service had been contracted out, the 'mean' pay gap would be reduced to 7% bringing us below all of our neighbouring authorities with the exception of Coventry at 2.8%.
12. As highlighted in point 9 above, Dudley has taken the decision to retain its services in-house and continues to provide its diverse range of services. On this basis, its gender pay gap for 2018 remains relatively unchanged at 11% (mean) and 20% (median). The Gender Pay Gap Snapshot report details this.
13. Dudley as an Authority has a shared responsibility to create a more gender balanced workforce and prides itself on the numerous women who have already forged successful careers with the Authority, many in the areas that are often male dominated such as horticulture, construction, planning and environment. Whilst Dudley already employs many successful women in both senior and typically male dominated roles, it is recognised the important role that apprenticeships and the Apprenticeship Levy will play in providing opportunities for those who are in lower paid jobs to work and train.
14. It should be recognised that with effect from 1st April 2019 the Council becomes a Real living wage employer which will impact predominantly on the lower paid employees who are mainly female. This will ensure that, with effect from 1st April 2019, they receive a minimum rate of £9.00 per hour as calculated by the Living Wage Foundation.



15. In addition events such as International Women's Day (IWD) are celebrated across the Borough. The Chief Executive and Deputy Leader of the Council have recently celebrated achievements of women and girls across the Borough for the 2019 IWD themed #BalanceforBetter.

### **Finance**

16. There are no direct financial implications arising from this report.

### **Law**

17. The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 impose obligations on employers with 250 or more employees to publish information relating to the gender pay gap in their organisation. In particular, employers are required to publish the difference between the average hourly rate of pay paid to male and female employees; the difference between the average bonus paid to male and female employees; the proportions of male and female employees who receive bonuses; and the relative proportions of male and female employees in each quartile pay band of the workforce.

### **Equality Impact**

18. The Council is committed to the promotion of equality of opportunity and choice for all of its employees and considers its transparency, reporting and monitoring as being an important step in tackling any issues of inequality

### **Human Resources/Transformation**

19. The Council is committed to seeking to reduce the current gender pay gap and, to date, has taken the following steps:
- The introduction of new pay structures and revised terms and conditions of service to eliminate inequalities in the pay and grading structures;
  - The provision of Family Friendly Policies to support work life balance including agile working, flexible working arrangements, shared parental leave, childcare vouchers and an authorised leave scheme;
  - Allowing people to work flexibly where possible;
  - The provision of recruitment and selection training to ensure interviewers have the relevant knowledge and understanding of equality and diversity matters;
  - The provision of the TORCh programme to develop management and leadership skills.

20. In the coming year, the Council will:

- Review its recruitment practices to ensure that all job advertisements include literature that is equally attractive to both male and female candidates and ensure that the Council's commitment to flexible working is highlighted;
- Continue to develop new ways of working that offers flexibility and enables employees to develop their career whilst enabling them to maintain a healthy work life balance;
- Undertake further work to fully understand the disparity between men and women across all grades;
- Ensure ongoing compliance with equalities legislation.

### **Commercial Implications**

21. There is no direct commercial impact.



.....  
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List of Background Papers

Gender Pay Gap 2018

Gender Pay Gap Benchmarking Analysis based on 2017 results

# Gender Pay Gap Benchmarking Analysis

## 2017 Results (snapshot date 31 March 2017):

It is difficult to accurately benchmark gender pay gap results with other councils. All councils are different in terms of size, workforce composition and the services they provide. The gender pay gap within Dudley reflects our workforce which operates across a lot of different sectors – we have caterers, social care staff, waste collection and therefore cannot compare ourselves to other councils some of whom have contracted out services, or do not have such a diverse group of staff.

The mean and median average also looks at all hourly rates of employees from apprentice to the Chief Executive therefore the mean and median calculations will be distorted by the large range in hourly rates.

	Mean Pay Gap %	Median Pay Gap %
Dudley MBC	11%	18%
Whole UK Economy	12.0%	9.7%
English Local Authorities	6.8%	5.0%
West Midlands Region Local Authorities	7.8%	7.5%
English Met. Authorities	8.0%	9.4%

## All local authorities in West Midlands:

Source: Local Government Association

Local Authority	Mean gender pay gap %	Median gender pay gap %	% female staff in lower pay quartile	% female staff in lower middle pay quartile	% female staff in upper middle pay quartile	% female staff in top pay quartile
Shropshire	20.8	26.0	89.9	81.3	75.6	63.5
Stratford-on-Avon	20.6	26.2	75.4	70.2	56.7	30.9
Solihull	18.6	27.2	84.6	78.4	71.8	61.2
Cannock Chase	17.5	26.9	67.3	76.8	49.1	38.9
Herefordshire	16.3	15.4	81.0	78.1	73.2	63.2
Wychavon	13.2	13.7	70.0	67.0	56.0	54.0
Staffordshire	12.0	11.3	77.0	79.9	77.2	68.6
Walsall	11.4	9.2	85.0	64.0	64.0	62.0
Tamworth	11.4	6.1	77.0	59.6	64.1	49.3
Dudley	11.0	18.0	79.0	70.0	56.0	54.0
Warwickshire	10.6	15.7	78.3	74.6	66.2	61.7
Worcestershire	10.5	9.2	66.0	72.0	80.0	75.0
Birmingham	9.1	9.2	78.0	65.0	62.0	63.0
Stafford	8.9	0.5	64.2	53.5	46.2	49.4
South Staffordshire	8.8	12.0	70.0	67.0	55.0	55.0
Sandwell	8.4	12.6	65.4	67.3	54.1	51.0
Warwick	7.9	6.4	56.0	56.0	56.0	46.0
Telford and Wrekin	7.9	5.2	73.0	76.0	75.0	67.0
Wolverhampton	7.8	3.1	80.2	68.2	71.8	67.8
Nuneaton and Bedworth	6.1	0.0	57.0	52.0	55.0	49.0
Rugby	5.7	5.3	61.0	47.2	50.9	49.1
Lichfield	4.7	0.0	54.7	59.3	53.5	46.8
Bromsgrove	4.3	3.1	16.4	32.9	13.9	28.8
Newcastle-under-Lyme	3.5	2.1	46.1	46.8	41.8	46.1
Coventry	2.8	0.9	70.1	65.6	68.9	66.3
East Staffordshire	2.0	-6.9	59.8	41.3	65.6	56.2
North Warwickshire	1.2	4.5	61.0	55.0	49.0	63.0
Redditch	0.3	3.2	66.3	72.1	56.7	67.3
Stoke-on-Trent	-1.1	-3.3	65.0	69.0	58.4	59.7
Wyre Forest	-10.3	-12.5	35.0	42.0	73.0	58.0
Worcester	-10.4	-18.7	25.0	31.0	53.0	53.0
Malvern Hills	no value	no value	no value	no value	no value	no value
Staffordshire Moorlands	no value	no value	no value	no value	no value	no value
Average	7.8	7.5	65.6	62.6	59.7	55.6

Dudley's gender pay gap of 11% (mean) and 18% (median) is above the average of 7.8% (mean) and 7.5% (median) for all West Midlands Local Authorities. However, this comparator group includes a wide range of councils that differ in size and workforce composition, and that either outsource or do not provide the same level of services as Dudley, for example, a number of the smaller councils in the list do not provide social services or education services where there are a high concentration of lower paid, female dominated job roles in Caring, Catering and Domestic services. Looking at the pay quartile bands in the table above, Dudley have a higher proportion of women in the lower pay bands compared to the average, and a slightly lower proportion in the higher pay bands.

## West Midlands Metropolitan Borough Councils:

Local Authority	Mean gender pay gap %	Median gender pay gap %	% female staff in lower pay quartile	% female staff in lower middle pay quartile	% female staff in upper middle pay quartile	% female staff in top pay quartile
Solihull	18.6%	27.2%	84%	78%	72%	61%
Walsall	11.4%	9.2%	85%	64%	64%	62%
<b>Dudley</b>	<b>11.0%</b>	<b>18.0%</b>	<b>79%</b>	<b>70%</b>	<b>56%</b>	<b>54%</b>
Birmingham	9.1%	9.2%	78%	65%	62%	63%
Sandwell	8.4%	12.6%	65%	67%	54%	51%
Wolverhampton	7.8%	3.1%	80%	68%	72%	68%
Coventry	2.8%	0.9%	70%	65%	68%	66%
<b>Average</b>	<b>9.9%</b>	<b>11.5%</b>	<b>77.3%</b>	<b>68.1%</b>	<b>64.0%</b>	<b>60.7%</b>

Compared to the West Midlands Metropolitan Borough Councils, Dudley has a higher mean and median gender pay gap % to the average (9.9% and 11.5% respectively). Dudley also has a lower proportion of women in the upper pay quartiles compared to the average for the group.

These councils provide a better basis for comparisons than the whole region given that they are responsible for similar services to Dudley. However, outsourcing of particular services where these are traditionally either female or male employee dominated and often more lowly paid, may still have had an impact on the pay gaps for individual councils, for example, Birmingham Council do not provide Refuse, Highways or Catering Services, Sandwell Council do not provide Direct Services or Leisure Services and Coventry Council do not provide Catering Services.

It should also be noted that all benchmarking data is reliant on the assumption that all councils will have calculated their pay gap figures in the same way, following the guidance. However, it has been identified that one in four organisations that have submitted reports failed to submit reports that conform to UK government guidelines. In Nov 17, the Financial Times identified a number of organisations that submitted 'improbable data'. (*HR Review October 2018*).

Notwithstanding the comparisons with other local authorities, it is clear that the council does have a higher gender pay gap which it should take action to try to close in line with its commitments to promote equality in employment.

## What are other local councils doing to address the gender pay gap:

### Recruitment & Selection:

- Protected characteristics are monitored throughout the recruitment process and positive action will be undertaken, where necessary, to attract candidates from particularly under-represented groups.
- Exit Monitoring used to identify issues that may affect gender pay gap.
- All recruitment panels are gender diverse.
- Unconscious Bias training rolled out to employees.
- Implemented anonymised application forms.
- Recruitment & selection process reviewed to ensure that the reduction of the gender pay gap is considered for any changes to the policy.
- Review of recruitment practices; are roles targeted at male candidates and is the literature/language equally attractive to male and female candidates
- Ensure Flexible Working policy is highlighted in job advertisements where appropriate.

### Flexible Working:

- Additional support offered to women returners to work following maternity/adoption leave. Shared parental leave that encourages male employees to also consider more time off for work life balance.
- Create opportunities for all employees to have greater choice and control over balancing their working patterns and their personal commitments through flexible working policy.
- Special Leave Policy reviewed to enhance our Foster Friendly offer which looks to support employees who are foster carers. This provides additional support for employees who are foster carers to balance their work and caring responsibilities.

### Learning & Development:

- All employees encouraged to develop their skills and abilities to progress to higher paid roles and develop their careers, including; on line learning system which can be accessed flexibly in addition to more traditional development courses.
- One to one discussions between manager and employee to ensure employees are performing to the standards expected and feel supported and developed in their role. This encourages open and regular discussion which provides opportunities to discuss individual equality concerns.
- Promote opportunities for coaching/mentoring to support employee development.
- Develop talent of female workforce to ensure there is a balance of skills, attributes and capabilities.
- Review proportions of men and women requesting and taking post entry training and apprenticeships.

### Pay:

- Pay gap monitoring included as part of annual pay progression cycle to ensure any decisions on pay awards do not adversely affect a protected characteristic group.

**Meeting of the Cabinet – 20<sup>th</sup> March 2019**

**Report of the Strategic Director People**

**Dudley's Health and Wellbeing Strategy - Annual Review**

**Purpose**

1. This report provides an update for Cabinet on the work of Dudley's Health and Wellbeing Board in the implementation of the Joint Health and Wellbeing Strategy.
2. A tremendous amount of work has been taken forward over the last 18 months all of which is monitored through the Health and Wellbeing Board. This report concentrates on some of the highlights.

**Recommendations**

3. It is recommended that:-
  - The Cabinet note the progress that has been made in implementing the strategy.
  - The Cabinet reaffirm that all decisions will take account of the Health and Wellbeing Strategy goals and principles.
  - Cabinet Members individually act as champions and advocates for reducing loneliness and isolation, reducing the impact of poverty and promoting healthy weight.
  - The Cabinet continue to support and advocate for the four principles that set out the new way of working, particularly working differently with our communities to enable strong, connected, resilient communities.
  - The Cabinet ensure that all the Council's input to the Dudley Vision work will be guided by the priorities set out in the Health and Well Being Strategy.

**Background**

4. One of the key responsibilities of the Health and Wellbeing Board is to agree the health and wellbeing priorities for Dudley Borough and set out how they will be addressed within a Joint Health and Wellbeing Strategy.

5. Since March 2017, work was undertaken to refresh the Health and Wellbeing Strategy for Dudley to take us forward over the next five years (2017-2022). This was ratified by the Health and Wellbeing Board in December 2017.
6. The strategy identifies 3 goals:
  - Promoting Healthy Weight
  - Reducing the Impact of Poverty
  - Reducing loneliness and Isolation.
7. The strategy also identifies four principles that define how the system and its partners will work together and with our communities:-
  - A new relationship with communities
  - A shift to prevention
  - A stronger focus on joining up health and care services
  - A stronger focus on what the strategy has achieved
8. The key aim for developing new relationships with our communities is to empower people to be independent, self-reliant and well through growing strong, connected and resilient communities. This involves considering:
  - what we as organisations will do
  - what we can do together with communities
  - what individuals and communities can do for themselves and each other
9. Each goal is being sponsored by one of the Board's partnership groups which is responsible for developing a delivery plan to be implemented across all partners. The Board has two Alliances that involve all stakeholders and coordinate delivery across the system.
  - The Children and Young People's (C&YP) Alliance sponsoring healthy weight  
The Adults Alliance sponsoring loneliness and isolation
  - The statutory Safe and Sound Board also sits within the health and wellbeing system and sponsors the strategy goal reducing the impact of poverty.
10. The C&YP Alliance and Adult's Alliance have also been responsible for taking forward how the new relationship with communities can be developed. The Adult's Alliance has done this by engaging with communities and listening to their stories. Out of this, seven community outcomes have been developed that are now underpinning all the work carried out under the Health and Wellbeing Strategy for adults. Our plan is to replicate this with the C&YP Alliance.

11. In all activity, the Health and Wellbeing Board is keen to maximise all available opportunities to link with wider initiatives. To help achieve this, Board Members have taken part in a joint workshop with input from the West Midlands Combined Authority (WMCA) and Sustainability and Transformation Partnership (STP) to explore ways the Board can both support and influence these agendas.

### **Annual Health and Wellbeing Conference**

12. The Health and Wellbeing Annual Conference which took place on the 19<sup>th</sup> October focused specifically on how the system can take forward developing new relationships with our communities. The main purpose of the Conference was to gain a shared understanding of what a new relationship with our communities involves and how we can support it as a system.
13. The morning presentations and workshop focused on community resilience approaches. Many of our communities and people are already resilient, but we also know that too many people are lonely, and unable to reach their potential, so we want to ensure that everyone can benefit from this way of working.
14. Partners in public services, businesses and the voluntary and community sector in Dudley are already working hard to grow resilient communities. There is a strong voluntary, community and faith sector in Dudley which is already stimulating activity in communities and supporting and celebrating volunteering. The workshop focused on how we can add value to this and do more to empower people and communities, by making small changes to the way we work and approach people. It asked attendees to contribute to the narrative for community resilience; to think about what sorts of things can be done by individual workers, services and organisations to foster community resilience and to make a pledge of something they would do or offer. It asked strategic partners and commissioners to consider how they could invest and commission for community resilience.
15. The process identified a number of 'asks' of the system that would create a working environment and culture to support and encourage staff to work in this way. This included developing a focus on encouraging inclusive growth to build community economic value, and commissioning outcomes that support community resilience; breaking down barriers to make it easier for residents and communities to take things on; having a single information point for mapped community assets available; staff training and organisations agreeing to provide free spaces in buildings for groups to meet.
16. Since the conference these issues are being taken forward through the Council's community resilience transformation programme. This includes the development of a community wealth building commission working with 'anchor' agencies (big agencies that will be there even when the economy is struggling) to maximise the money spent locally and foster community



economic development through social value. A number of early wins will be explored including investment in the inclusive growth corridor.

17. The afternoon session focused on applying the community resilience approach to adversity and looked at adversity across the life-course and how the system can work to prevent Adverse Childhood Experiences (ACEs) and build resilience so that any negative consequences are minimised. The session raised awareness of the link between ACEs and poor health outcomes. It asked attendees and organisations to consider what they could contribute and also what the new ACE Co-ordinator roles that are being established within Dudley through Barnardos should be focusing on.
18. As a result a number of issues were identified to be taken forward by the ACE coordinators including identifying the key services and providing training and developing a training package that can be used across the whole system by all partner agencies.
19. The target group for the Conference were members of the Boards that make up the Health and Wellbeing Board governance system and all the associated sub-groups. A total of 364 people were invited. Overall 99 attended all or part of the day. 63(64%) completed the evaluation. The Conference was well received with the majority of people (87.5%) feeling positive about the Conference with the video's and case-stories being specifically commented on and seen as challenging, powerful, inspiring and thought provoking. Attendees also valued the networking time and being immersed in interesting conversations and ideas.

#### **Promoting Healthy Weight:- a whole systems approach to obesity prevention**

20. This work has focused on adopting a whole systems approach to obesity prevention (WSAOP) which recognises the complexity of tackling obesity and aims to create an environment and culture where adults and children have the opportunity to maintain a healthy weight. It builds collaboration across all sectors and communities taking the view that small actions when taken together will reinforce and support each other to achieve the long-term goal. The approach also prevents potentially effective interventions being confounded by other parts of the system.
21. Public Health England commissioned Leeds Beckett University to work with local authorities to develop the approach and as a result over the last year Dudley worked with the University to bring together key stakeholders to work together to identify and map the causes of obesity, highlight gaps, possible disruptors and prioritise actions.
22. This process identified four high level causal factors underpinned by community engagement that are informing the delivery plan for promoting healthy weight and the delivery plans of other working groups across the system:

- emotional health and wellbeing (postnatal depression, living alone, sleep disability)
- food availability (supply and demand, cooking in schools, poverty, technology)
- habitual physical activity (play, active travel, lighting, technology, Physical Education, safety)
- Parenting (role models, time, neglect, use of technology to pacify, safety)

23. Key highlights from the delivery plan include:

- The daily mile: This programme encourages schools to build physical activity into the school day, in a simple and cost free way. Proposals to expand the programme further have been developed.
- Walking to school programme: Insight work informed the future position for walking to school and the school crossing service. Air quality monitoring and continued support for campaigns to support and encourage walking, cycling and scooting to school are taking place.
- Healthy Pregnancy and the critical first 1000 days: pregnant women are particularly receptive to change their health behaviour so focusing on the antenatal stage, with preventative strategies, enables individual weight management for parents and positive strength based parenting strategies to offer the baby the best start in life. The first 1,000 days (the time spanning roughly between conception and the second birthday) is a unique period of opportunity when the foundations of optimum health, growth, and neurodevelopment across the lifespan are established
- Healthy Weight Campaign: Utilising the national change4 life campaign resource, the Fizz Free February campaign was delivered. This is to encourage parents/carers and their children to pledge to go without sugary fizzy drinks during February.
- A healthy weight campaign has also been launched, where the School Council, linking with their school nurse, develops a healthy weight campaign to share with their peers.

24. The Dudley vision for promoting healthy weight is built around community led solutions and next steps will involve checking out the causal drivers identified with our communities, and to co-design and co-deliver solutions to these.

25. In order to do this we will conduct a programme of deliberative enquiry with groups representing a cross-section of the communities most impacted by obesity. Deliberative enquiry is different from other forms of engagement as it gives participants time to consider and discuss an issue in depth before coming to a considered view. The aim is to create a social movement led by the community by having “the Big Conversation.”

## **Reducing the Impact of Poverty**

26. This work is in the early stages and has focused on defining the starting point for Dudley. A poverty baseline analysis for the Borough has been completed. An executive summary is available on <https://www.allaboutdudley.info/>. The analysis shows that there are significant levels of poverty in Dudley. Dudley's position against most indicators of poverty, or the factors that most influence poverty levels, show that the extent of poverty is lower in Dudley than in the West Midlands region as a whole, but is higher than the national average. Poverty is also not evenly spread across the Borough, but is concentrated in the central and eastern parts of the Borough.
27. The root causes of poverty are greatly influenced by national government policy, economic and societal factors, thus there is a limit to what can realistically be achieved at a local level. Nonetheless there is a range of actions that are already being taken locally and more that can be done to increase resilience to the impact that poverty has on health and wellbeing. The baseline analysis suggests that at a local level, there are three main areas on which to focus to prevent and reduce the impact of poverty on health and wellbeing. These are:
  - Maximising household income; minimising outgoings - with the aim to reduce absolute and relative poverty by raising housing income and ensuring that everyone can benefit from growth and regeneration, through inclusive growth approaches
  - Building community resilience with the aim to increase resilience to the effect that poverty has on health and wellbeing, through community outcomes, such as a sense of purpose, autonomy, community connections, a sense of pride in the neighbourhood, good relationships and continually learning and developing skills.
  - Tackling child poverty with the aim to improve the life chances of children in poverty compared to children not living in poverty, with a particular focus on improving the education and skills gap.
28. Preliminary scoping of stakeholders identifies that a number of agencies across the Borough, public, voluntary and community, and private, are already actively working to help those in poverty and provide a range of resources to give support and information. Whilst there are links made between some of these assets, there is likely to be scope both for better coordination and joint working, and for a better understanding of their contribution towards reducing the impact of poverty.
29. There are also a number of agencies who impact on poverty even if this is not their primary goal e.g. schools and colleges aiming to improve educational attainment but this in turn, gives their students better employment prospects thus impacting on poverty.

30. Therefore in order to be most effective, work to reduce the impact of poverty has to be conducted on a partnership basis across the Borough. Opportunities should also be taken to link with wider initiatives or with changes in Government policy such as with the West Midlands Combined Authority on an inclusive growth corridor which aims to ensure that investment along the Brierley Hill Metro Extension benefits the disadvantaged communities along the route.
31. Next steps include to deliver an engagement plan with stakeholders and communities to better understand the assets in the Borough that can contribute to mitigating the impact of poverty on health and wellbeing; to identify what agencies feel could be done better or differently; to begin to draw together some initial priority actions for each of the three areas outlined above and identify some early wins. This will involve a number of small events and one-to-one conversations. A multi- agency project group is being set up to lead this work and draw up the subsequent delivery plan.

### **Reducing Loneliness and Isolation**

32. A steering group has been set up to lead this work, which provides an opportunity to raise awareness, share learning and coordinate action across the system.
33. An e-learning module to raise awareness of the impact loneliness and isolation has been developed and is being launched across the Borough. The training can be accessed by staff, organisations and individuals across communities. There are no restrictions in terms of accessing the training so as many people as possible can access the training. Since November 2018, 414 people have completed the training, a further 237 people are in the process of completing the course and 76 people have registered to undertake the course but have not yet commenced the training.
34. A recognised measurement tool – the UCLA (University of California, Los Angeles) loneliness scale is to be used for organisations to gather information; measure the difference their interventions have made and to pull the data sources together. The data on outcomes will be developed and available in the coming months, building a visual picture to demonstrate some of the activities and outcomes, with an ambition to demonstrate scale.
35. There are a number of initiatives happening across the Borough to connect individuals and communities; for example the “Pleased to Meet You Campaign”, use of community venues to bring people together, the Living Well Feeling Safe out and about Events 19/20 will target the Loneliness and Isolation Hot Spots.
36. Dudley's Community Information Directory (DCID) is being developed so that it supports community resilience, and enables connecting conversations. DCID will also be established as a website and app. The development of this is out to tender with plans to have a contract in place with the successful bidder by 1st April 2019. Work is likely to be ongoing

until March 2020 with engagement work and testing planned throughout the development to ensure it is user friendly. Training is also in development on 'Connecting Conversations' to enable people to use the DCID platform to have strength-based conversations with people and signpost them to local community assets and other support. The new platform will include a wider range of community assets and also case studies/stories to encourage people to set up their own projects and connect with people/groups in their community.

### **Cross Cutting Themes**

37. We recognise there are a number of local cross cutting themes that impact on all 3 strategic goals. This includes:
- the emotional health and wellbeing of adults and C&YP and
  - community safety- a key priority identified as being violent crime.

### **Emotional Health and Wellbeing**

38. Emotional health and wellbeing is fundamental to the delivery of all 3 goals and both Alliances are driving this agenda.
39. In relation to adults, a strategic health needs assessment has been completed that looked at the data, service provision and stakeholder and community views to identify a set of priorities for the Borough in terms of adult emotional health and wellbeing. A system wide strategy has been developed and an action plan is in development to take the recommendations forward.
40. One of the key recommendations within this is to work towards the WMCA zero suicide ambition. In December we launched a Dudley based single online information point for information, advice and support on suicide – [www.reachoutdudley.co.uk](http://www.reachoutdudley.co.uk) – and promoted this through a Borough wide 'Reach Out' campaign which includes personal stories from Dudley residents.
41. In relation to children and young people, a transformation programme is underway which began with needs assessment and engagement with partners, children, young people and families in 2014 and 2016. This needs assessment informed the development of a Children and Young People's Emotional Health and Wellbeing Strategy adopted by partners in 2018. A workforce development analysis has been undertaken to identify the skills and capacity in the local system.
42. A key gap identified by the assessment was in preventative and early intervention services, particularly those targeting key groups at high risk of poor mental health. Following this, a number of services have been developed to bridge this gap:

43. For example, the Council and CCG have jointly invested in an Emotional Health & Wellbeing Support Team (EHWT) to support schools and school nurses (SNs) in delivering their universal role, and also provide a 'hands on' non stigmatising support service for C&YP. The team also includes primary mental health workers to deliver evidence based IAPT interventions for C&YP. An integrated "Tier 2" Positive Steps service became fully operational in September 2017 and is provided by the CAMHS service to deliver therapeutic interventions and to support universal staff and school nurses. A GP Liaison Specialist Team is also in place to support GPs and offers a triage service working together with the young person and their families to decide on the best support for the young person.
44. The partnership has developed closer relationships with local Voluntary Sector providers in recognition that the sector is such an important part of the system in Dudley. The sector is commissioned to provide support to priority groups, including victims of child sexual exploitation and LGBTQ and has developed capacity to meet the needs of Black and Minority Ethnic (BME) children and young people.
45. The next stage of the transformation process to deliver emotional health and wellbeing outcomes is a workshop to take place in April 2019 to bring a wide range of stakeholders together. The purpose will be to identify the action to be taken to ensure that the whole emotional health and wellbeing system for children and young people is coherent and effective in achieving the outcomes set out in the Strategy.

#### *A Public Health Approach to Violence Reduction*

46. Although Dudley remains the safest place in the Black Country, violent crime is following the national trend and is on the increase. In recent months there has been interest in applying a public health approach to violence reduction following a number of Government announcements. Dudley plans to apply the learning from this to its local violent crime reduction plans.
47. A traditional PH approach to violence reduction focuses on understanding what is driving violence and how to reduce these factors, alongside public experience and perception. It takes a population approach, not just a focus on high risk individuals and looks to tackle upstream drivers and the wider determinants violence as well as downstream consequences
48. Recent media coverage has added a further dimension to this by describing a PH approach that treats violence like a public health epidemic where it spreads from person to person and must be both contained and prevented. This involves mapping where it is occurring to see where it clusters and then working with those at risk and using violence to change their behaviour and shift group norms using credible messengers – peers.
49. In Dudley a multiagency Violence Reduction Group exists within the health and wellbeing governance structure. There is some work already established in Dudley, so elements of a PH approach are already in place and a

Strategic Assessment for “crime and disorder” has been completed, which gives some insight into the scale and scope of violence within Dudley. It is planned that this group looks to develop an overarching violence reduction strategy for the Borough based on the PH approach.

### **Finance**

50. The joint health and wellbeing strategy is being delivered within existing resources across the health and wellbeing system.

### **Law**

51. Under the Health and Social Care Act 2012, Health and Wellbeing Boards are required to undertake a local assessment of the current and future health and wellbeing needs of the Borough through a Joint Strategic Needs Assessment (JSNA) process, and produce a Joint Health and Wellbeing Strategy setting out how it intends to meet the key needs.

### **Equality Impact**

52. The new way for working with our communities is designed to reduce health inequalities and inequity and promote inclusion.

### **Human Resources/Transformation**

53. Developing a new way of working with our communities requires a cultural change that needs to be supported and embedded by the Council’s organisational development and transformation plan.

### **Commercial Implications**

54. The community wealth building commission has the potential to have a positive impact on the health and wellbeing strategy goals.

*Martin Samuels*

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**Martin Samuels**

#### **Strategic Director People**

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**Meeting of the Cabinet – 20<sup>th</sup> March 2019**

**Report of the Strategic Director People**

**Annual Review of Equality 2018**

**Purpose**

1. To consider the annual review of equality for 2018 (the review can be found on the [Council's Committee Management Information System](#) and in the members' room).

**Recommendations**

2. It is recommended that:
  - The Annual Review of Equality 2018 is approved.

**Background**

3. The annual review of equality is produced each year for the Cabinet in order to report on progress with implementing plans and policies to promote equality and also to contribute to meeting the requirements of the specific public sector equality duties within the Equality Act 2010. These require public authorities to publish equality information that demonstrates how they are meeting the general duty under the Act.
4. The Cabinet approved an equality strategy 2016-19 in June 2016 and an accompanying outline action plan to address the strategy in December 2016. The review reports on the first two years of progress with implementing the action plan, alongside providing detailed statistics and analysis of the Council's equality in employment record.
5. The review also highlights a number of actions related to the strategy to be the focus for further work during the next year.

**Finance**

6. Any costs associated with implementing the action plan will need to be met from within existing budgets.



## **Law**

7. The Equality Act 2010 provides a comprehensive framework of anti-discrimination legislation.
8. The general public sector equality duty under the Act requires public authorities to pay due regard to the need to eliminate discrimination, harassment and victimisation, advance equality of opportunity and foster good relations covering the protected characteristics of age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
9. The Equality Act 2010 (Specific Duties) Regulations 2011 require public authorities to publish equality information and equality objectives.

## **Equality Impact**

10. The purpose of the review is to present a range of information, monitoring data and analysis relating to the impact of the council's policies and practices on promoting equality and the achievement of equality objectives in relation to both services and employment to allow scrutiny of the council's work on equality.

## **Human Resources/Transformation**

11. The review presents a wide range of employment data and highlights some issues relating to employment where action is being taken which should have a positive impact on employees and job applicants.

## **Commercial Implications**

12. There are no commercial implications for this report

*Martin Samuels*

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**Martin Samuels**  
**Strategic Director People**

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## **List of Background Papers**

Dudley MBC employment monitoring data  
Corporate equality and diversity leadership group meeting papers

**Meeting of the Cabinet – 20<sup>th</sup> March 2019**

**Report of the Strategic Director Place**

**Update on Travellers Transit Site Provision in Dudley Borough**

**Purpose**

1. The purpose of this report is to update Members as to the progress on provision of a permanent Travellers transit site within the Borough following a report to the Cabinet in February 2019.

**Recommendations**

2. It is recommended that:-
  - Cabinet authorises the Cabinet Member for Housing and Residents Welfare to progress delivery of a Travellers' transit site in line with powers already delegated within the constitution (namely functions relating to traveller sites).
  - Cabinet note the budget pressure as a result of the requirement for enhanced security measures and authorise the Leader following consultation with the Cabinet Member for Highways and Environment to work up the sites and costings for approval by Full Council in April.

**Background**

3. Members will recall that in February 2018 Cabinet agreed to proceed with the use of a site at Budden Road, Coseley as a temporary Travellers transit site for a period of three years. Following a change in the control of the Council, the new Administration determined on 26<sup>th</sup> September 2018, that it wished to review the decision in order to ascertain if it was the most appropriate site for the intended use and if it provided value for money for the Council Tax payers of Dudley.

As a result of the Administrations review, Cabinet agreed on 18<sup>th</sup> February 2019 that the project be discontinued and that Officers be directed to identify smaller scale sites suitable for provision of a permanent Travellers transit site and based on an assessment of each, make recommendations as to the preferred site and costs thereof, which were to be presented to a future meeting of the Cabinet.

A number of other recommendations were agreed in relation to operational issues such as further strategies to facilitate more effective means of dealing with unauthorised encampments and additional preventative and security measures.

This report provides a brief update on these agreed actions.

### **Update on Progress**

4 Taking each of the actions in turn:-

- I. Work on the project to develop a temporary transit site at Budden Road, Coseley, was discontinued with immediate effect following Cabinet in February 2019.
- II. Officers have identified a number of smaller scale sites (of approx. 20 pitches) which are potentially suitable for provision of a permanent Travellers transit site and having undertaken an initial assessment of each, there is a clearly preferred site. Work is ongoing with regard to the more detailed feasibility (accessibility, land contamination) and initial conversations are being held with the landowner. In order to protect these negotiations and on the basis that the site may yet prove to be undeliverable, the site cannot be formally identified until the above due diligence is completed.
- III. Having looked into the ongoing management and operation of the site post completion it has been concluded that this will be dealt with via Private Sector Housing and supported by Environmental Wardens to ensure out of hours cover. Officers are working through the detail of how this would operate in practice. Officers are progressing an Unauthorised Encampments Joint Protocol with the Police modelled on Sandwell's agreement. The use of any powers is of course reliant on support from the Police.
- IV. As an interim measure, prior to the temporary transit site being completed, Cabinet in February approved that a programme of additional measures, including enhanced security, be developed and implemented on sites vulnerable to Unauthorised Encampments following engagement with the Communities concerned. This programme and costings are being developed for implementation on key sites vulnerable to Unauthorised Encampments following cross-party consultation. It is proposed that the Leader following consultation with the Cabinet Member for Highways and Environment be authorised to develop proposals to Council to approve the additional revenue budget required.
- V. In relation to the recommendation to implement a Borough wide injunction against Unauthorised Encampments officers have engaged a barrister to progress this proposal and produce a plan of action. This stage of the work is due by the end of March 2019; the injunction itself is expected to take in the region of 12-18 months to secure.
- VI. The Leader of the Council has written to the Mayor of West Midlands Combined Authority (WMCA) asking him to press the government to legislate to enable a WMCA wide and flexible use of transit sites.

## **Finance**

5. The cost of officer time to manage the operation of the site and to support the police will be met from within the existing General Fund revenue budget and medium term financial strategy.

The estimated cost of providing additional security at vulnerable sites across the Borough is being established. It is proposed that the Leader following consultation with the Cabinet Member for Highways and Environment be authorised to develop proposals to Council to approve the additional revenue budget required.

The capital cost of providing a permanent transit site will be assessed following identification of an appropriate site and an assessment of land value, site remediation and development costs. Any variation to the existing capital budget of £280,000 will need to be approved by Full Council or under urgency powers delegated to the Leader or the Cabinet.

## **Law**

6. The provision of a Transit site facilitates use of powers provided under Section 62a of the Criminal Justice and Public Order Act 1994, in addition to the other legal powers available in order to address unauthorised incursions.

## **Equality Impact**

7. The Equality Act 2010 prohibits discrimination, harassment and victimisation against persons with "protected characteristics". Race is a protected characteristic. Some Gypsy and Traveller groups are protected by the Act's prohibition against race discrimination.

## **Human Resources/Transformation**

8. The report and associated application of policies and practices comply with the equality act 2010.

## **Commercial Implications**

9. No impact as a result of this report.



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## **Background Documents**

None