



Meeting of Corporate Performance Management, Efficiency and Effectiveness Scrutiny Committee

**Thursday, 4th September, 2014 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 receive any declarations of interest under the Members' Code of Conduct.
3. To report the appointment of any substitute Members for this meeting of the Committee
4. To confirm and sign the minutes of the meeting on 18th June, 2014 as a correct record.
5. Dudley Local Policing Unit and Police and Crime Board - Priorities, Performance and Vision
6. Corporate Services Utilisation Review – Scoping Report – TO FOLLOW
7. Corporate Quarterly Performance Management Report.
8. To consider any questions from Members to the Chair where two clear days notice has been given to the Director of Corporate Resources (Council Procedure Rule 11.8).

A handwritten signature in black ink, appearing to be "P. Z.", is written over a small, faint, circular stamp.

**Director of Corporate Resources
Dated: 27th August, 2014**

Distribution:

Councillors : Baugh, Blood, Caunt, Cotterill, A. Finch, Harley, Henley, Marrey, Mottram, Russell and Wood

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Minutes of the Corporate Performance Management, Efficiency and Effectiveness Scrutiny Committee

Wednesday 18th June, 2014 at 6.00 pm
In Committee Room 2, The Council House, Dudley

Present:-

Councillor D Blood (Chair)
Councillor B Cotterill (Vice-Chair)
Councillors C Baugh, D Caunt, A Finch, S Henley, I Marrey, M Mottram,
D Russell and M Wood.

Officers:-

S Byatt (Apprentice), H Ellis (Divisional Lead - Intergrated Youth Support), K Jackson (Consultant – Public Health), J Jennings (Head of Communications and Public Affairs), M Johal (Democratic Services Officer), I McGuff (Assistant Director, Quality and Partnership), I Newman (Treasurer), G Thomas (Assistant Director, Policy and Improvement (Lead Officer to the Committee)) M Williams (Assistant Director - Environmental Management), M Wooldrige (Principal Policy and Performance Management Officer)

1 **Apology for Absence**

An apology for absence from the meeting was submitted on behalf of Councillor P Harley.

2 **Appointment of Substitute Member**

It was reported that Councillor D Vickers had been appointed as a substitute member for Councillor P Harley for this meeting only.

3 **Declarations of Interest**

No Member declared an interest in any matter to be considered at this meeting.

4 **Minutes**

Resolved

That the minutes of the meeting of the Committee held on 25th February, 2014, be approved as a correct record and signed.

Update on Apprenticeships

The Committee received a presentation updating Members on the Council's apprenticeship programme.

The Head of Communications and Public Affairs, Divisional Lead - Intergrated Youth Support and Miss Byatt (Apprentice) were in attendance for this item and points made during the course of the presentation included the following:-

- The Council's priority was to develop internal apprenticeships across the Council to help school leavers in attaining a job and the opportunity to learn
- The Council hoped to be regarded as an authority that provided high quality and rewarding apprenticeships for the young people; to show leadership in 'growing our own talent' and that apprentices develop 'work ready' skills that will benefit the whole of the Borough and economy as a whole
- Advantages of the scheme were that it supported young people to be trained with a recognised employer, improved chances of young people getting a job and staying local, enriched the organisation, helped close the Council's skills gap in a positive way using work force planning opportunities and that there were benefits for future local employment.
- The TORCh leadership programme had identified problems with the Council's apprentice scheme in that there was no clear vision for apprenticeships across the Council; the Council were unable to quantify participation, range of services, satisfaction and completion; there was a fragmented recruitment policy; there were inconsistent procedures for managers and there was not enough quality baseline data.
- Solutions to the problems that had been identified included clarification that management responsibility for Council apprenticeships lay within Corporate Human Resources; robust record keeping in relation to the recording and tracking of the number of apprentices; the development of a handbook for managers and a prospectus for apprentices and the agreement to a framework for management review and feedback data.
- Other developments included the implementation of a civic induction and a celebration event to mark the conclusion of the apprenticeship (scheduled on a six monthly basis); an updated protocol for looked after children; amended workforce planning document that includes the consideration of apprentices; opened discussions with Human Resources about including apprentices on the redeployment register and agreed recommendations for quarterly performance monitoring.

Following the presentation of the information Members raised the following queries and responses were given as indicated:-

- The number of apprentices that had been taken on by the Local Authority was queried – It was explained that currently there was insufficient data available to give a definitive answer. It was also pointed out that given the budgetary constraints and reduction in staff this also had an impact on offering jobs to apprentices.

A Member requested that when sufficient data was available a report be submitted to the Committee showing evidence that the Council were “growing our own talent” and closing the skills gap as highlighted in the presentation given.

- How many apprentices were currently on the Council’s scheme? – There were 92 apprentices within the Council and they were predominantly in administration. However, apprenticeships were now being spread into other areas such as greencare, housing and construction.

A Member commented that there was a gap in engineering and an apprenticeship scheme should be made available within this field.

- Reference was made to updating the protocol for “Looked after Children” and it was queried whether any consideration had been given to those with learning disabilities – People with learning disabilities were given the same opportunity and support as looked after children were, however, it was acknowledged that the numbers were low and that there was a need to work on publicity. It was stated that an analysis of the 92 apprentices within the Council could be undertaken with a view to ascertaining the number of those that had disabilities.
- The methods used for advertising the Council’s Apprenticeship Scheme – Attendance at recruitment fairs, on the Council’s Website and direct work with Colleges and Schools and it was reported that there was a dedicated Apprentice Task and Finish Group.

Miss Byatt briefly explained about the work undertaken by her as an apprentice and informed the Committee that she had been offered and had accepted a job elsewhere.

The Lead Officer to the Committee reported that consideration would be given to including information on the apprentice scheme in the regular quarterly corporate performance reports in the 2014/15 Municipal Year.

The Chair, on behalf of the Committee, thanked the Head of Communications and Public Affairs and her team for their hard work and wished Miss Byatt all the best in her future employment.

Resolved

That the oral presentation given on the Council's apprenticeship scheme, be noted.

6 **Report back on the Tourism Website**

The Committee received a presentation updating Members on the Council's tourism website.

The Head of Communications and Public Affairs referred to concerns raised at a previous Committee meeting about the tourism website and in particular that there was no single site to access the relevant information. The Marketing and Communications section took on the responsibility of tourism in December 2013 and since then the tourism website "Discover Dudley" was being updated and refreshed in phases.

Head of Communications and Public Affairs displayed the website on screen and navigated the pages of the tourism website for Members' information and commented that the website was now an integral part of the Council's website.

In responding to queries from Members, Head of Communications and Public Affairs informed the Committee that following completion of the revamp work to Dudley Market there would be opportunities to holding events to attract tourism, that blogs for the website were instantaneous and that updating and managing of information on the website was undertaken by the individual businesses. A Member suggested that the inclusion of more pictures than text would make the site more attractive.

The Lead Officer to the Committee undertook to refer the matter relating to concerns raised about the state of Dudley Museum to relevant Officers and to update Members on any feedback.

The Chair, on behalf of the Committee, thanked Head of Communications and Public Affairs and her team for their hard work and on their achievements.

Resolved

That the oral report given on the Tourism Website be noted.

7 **Annual Scrutiny Programme 2014/15**

A joint report of the Lead Officer and the Director of Corporate Resources was submitted on items proposed and suggested for inclusion in the Annual Scrutiny Programme for detailed considered by this Scrutiny Committee during 2014/15.

Resolved

- (1) That the issue on The Work and Priorities of the West Midlands Police and Crime Commissioner, as contained in the Annual Scrutiny Programme for 2014/15, and as referred to in paragraph 3 and Appendix 1 to the report submitted, be noted.
 - (2) That the suggested item, as referred to in paragraph 4 of the report submitted, relating to services provided by the Council that are shared between Directorates also be included as an item for detailed scrutiny and that outline discussions on the matter take place at the meeting of the Committee to be held in November 2014 with a view to substantive discussions taking place at the meeting in February 2015.
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Corporate Quarterly Performance Management Report

A report of the Chief Executive was submitted on the fourth Quarterly Corporate Performance Management Report for 2013/14 relating to performance for the period 1st January to 31st March, 2014.

Arising from an overview of the content of the report by the Principal Policy and Performance Management Officer, Members asked questions to which responses were given, as follows:-

- Clarification on the indicators given and whether there was a national benchmark that could be used for comparison purposes – Although there were a whole range of matrix indicators online there was no national benchmark and that the indicators given reflected the Council's own year on year performance.

The Lead Officer to the Committee referred to the former Best Value Performance Plan which had included information to allow comparisons to be made, however, since its removal the requirement to produce information on 146 performance indicators had also been removed, making ongoing comparisons much harder. Essentially, it was intended to attempt to incorporate wider benchmarking into the next performance review cycle, with the likelihood that end of year information would be available to review 2014/15 outcomes.

- In relation to Young People (performance indicator 434, average time (days) to match a child to an adoptive family) – Members expressed concerns relating to the length of time taken in the adoption process; there was no information or indicators to portray or measure quality; the target of 182 days was considered to be unachievable and it was considered that the target should reduce gradually from the actual target of 299.

The Assistant Director, Quality and Partnerships explained that the primary purpose of the team was to meet the needs of the child and to ensure adoption would not lead to a breakdown and would be of a permanent nature. Although the number of children to be adopted was a small group there were varying problems associated with particular adoptions, for example, this year there had been seven sibling groups which delayed the process as efforts were made to ensure that siblings were not split.

With regard to targets, the Assistant Director, Quality and Partnerships indicated that these were set by Central Government and should be aspired to and he explained that the target of 182 days was a metropolitan average figure.

- In relation to Health and Well-Being (performance indicator 67, number of eligible cohort offered an NHS Health Check) – Members expressed concerns relating to the targets as they were progressively failing each quarter; the budget that had been allocated was to conduct nine thousand checks but as the target had not been achieved it was queried whether the money had been spent elsewhere or whether savings had been made and as GP's were not meeting targets whether consideration could be given to exploring other sources such as family and children's centres to undertake health checks and diverting funding accordingly.

The Consultant for Public Health briefly explained how the Health Check programme worked, specifics relating to its delivery and also gave details relating to the eligibility criteria. She explained that the target relating to the eligible cohort was one fifth of the overall cohort of which 50% uptake had to be achieved from those invited. The reason for the targets being missed for the current year had been due to the numerous changes to primary care and in the main due to the changes to technological systems which involved a massive migration process which had greatly impacted upon providers in delivering health checks in a timely manner. The Public Health Team had undertaken some work to mitigate the problems such as working with the Information Technology supplier, ensuring that General Practitioners (GP's) did not delay the signing of the data sharing agreement and that staff were undertaking visits to move things forward as quickly as possible. However, although some recovery had been made the target had not been reached as there were other compounding reasons such as capacity issues within GP practices and Pharmacies.

With regard to the allocated budget for health checks the Consultant for Public Health stated that the money left over had been used for marketing purposes to raise public awareness, a point of care system had been purchased and additional providers had been taken on board to assist in conducting health checks. It was considered that if children's and family centres were in agreement and staff held an appropriate health care qualification there was no reason why they could not conduct health checks. However, GP's still had to be involved as checks were reliant and based on information held by GP's in their practices on their patients.

In response to a comment made by a Member in that Public Health were now part of the Local Authority and that Members should be given the opportunity to scrutinise their budget, the Treasurer stated that the intention was to align Public Health with the main budget process and it was expected that information on their budget would be included in reports for 2015/16. However, it was pointed out that public health money was ring fenced and there were limits on its use.

A Member suggested that wording should be included in letters sent out by GP's to inform patients that they had the option to go to an alternative provider and listing the alternative places available to them to where they could have their health check.

- In relation to comments regarding various performance indicators in respect of household and municipal waste, the Assistant Director – Environmental Management commented that wheelie bins had been introduced because of health and safety risks and employees were now obligated to carry out a “dynamic risk assessment” associated with the collection of bags; if bins were damaged the Council would, following an assessment, either repair or replace the bin; records were kept on those residents and households that did not recycle and appropriate letters would be sent out to encourage participation; there were problems with tenants in flats to recycle because of storage issues and discussions were taking place with a view to addressing the problems.

It was suggested that timings of the garden waste collection period be revisited to extend green waste collection in the winter months and to delay start up of collections to March or April as trees were shedding leaves later in the year.

Arising from a comment made the Assistant Director – Environmental Management stated that when the recycling programme was rolled out a comprehensive booklet had been sent out to inform residents on materials to be recycled, however he acknowledged the need to remind residents and undertook to send out follow up information.

The Committee thanked the Assistant Director – Environmental Management for the work undertaken and in particular the work undertaken regarding the litter pick in conjunction with the community.

- In relation to Section 5, Corporate Risks, performance indicator ORG0002 (the Council may be unable to set and/or manage its budget so as to meet its statutory obligations within the resources available), the Treasurer explained that there was a risk and detailed discussions had been held at the Audit and Standards Committee meeting in February of this year. The budget had been set in March which highlighted the need for savings of £34 million to be made over the next three years. Even with these savings, that budget showed a deficit rising to £23 million by 2017/18 and Local Authority reserves at the time were only sufficient to sustain this deficit until part way through 2016/17 and it was pointed out that further savings would need to be made.

Resolved

That the information contained in the Quarterly Performance Management Report in respect of performance for the period 1st January to 31st March, 2014, be noted together with the comments made at this meeting and that the Officers indicated undertake the actions referred to above.

The meeting ended at 8.25 pm.

CHAIR

Corporate Performance Management, Efficiency and Effectiveness Scrutiny Committee - 4th September 2014

Report of the Dudley Local Policing Unit's Chief Superintendant

Dudley Local Policing Unit and Police and Crime Board – Priorities, Performance and Vision

Purpose of Report

1. To provide the Scrutiny Committee with an update in respect of Dudley Local Policing Unit and Dudley's Police and Crime Board priorities for 2014-15 and an overview of the linkages to the role of the West Midlands Police and Crime Commissioner. (PCC)

Background

2. The Police Reform and Social Responsibility Act 2011 saw the introduction of directly elected Police and Crime Commissioners in England and Wales (outside of London). Elections were held in November 2012.
3. The West Midlands Police and Crime Commissioner is the local governing body for policing in our area. The PCC has an over-arching duty to secure an effective and efficient police force. The PCC has three main roles, which are to:-
 - Set the priorities for policing
 - Decide the budget for West Midlands Police
 - Hold the Chief Constable of West Midlands Police to account
4. In order to fulfill these roles, the PCC has a range of powers and responsibilities. This includes the power to make Crime and Disorder Reduction Grants.
5. The PCC for the West Midlands decided that he would passport back funding for Community Safety to Local Authority Areas. This commenced on 1st April 2013. There were two caveats to this.
 - That each Local Authority/Policing Area had a Local Policing and Crime Plan
 - That each Local Authority Area had a Local Police and Crime Board

6. Due to the untimely death of Bob Jones there is a by-election for a new PCC on August 21st 2014. At this point in time it is not known if this will lead to a review of arrangements.
7. The newly elected PCC will attend the Committee in the New Year.

Dudley's Local Policing and Crime Plan

8. Dudley's Local Policing and Crime Plan sets out the local crime and community safety priorities
9. The priorities were identified following a period of consultation with communities across the Borough including through Face the People – safe & sound (Dudley's Community Safety Partnership's) annual consultation event and through the safe & sound (Dudley's Community Safety Partnership) Strategic Assessment.
10. Work to address these priorities is being taken forward under six strategic themes
 - Tackling reoffending
 - Increasing our understand of Dudley's young people
 - Reducing repeat victims of crime
 - Safeguarding vulnerable groups
 - Improving quality of life in key neighbourhoods
 - Improving town centre safety
11. Dudley's Local Policing and Crime Plan whilst being specific and relevant to Dudley links to the West Midlands Police and Crime Plan through key strategic themes

Dudley's Local Police and Crime Board

12. Dudley's Police and Crime Board was established in November 2013. The Police and Crime Board is accountable to safe & sound (Dudley's Community Safety Partnership) Strategic Board. The Police and Crime Board is made up of representatives from the Community and Voluntary Sector as well as Heads of Statutory Services. In line with the PCC's requirements we are working towards having 51% of the Police and Crime Board's membership from the Community and Voluntary Sector as well as an elected chair from the Community and Voluntary Sector. (Membership is detailed in appendix 1)
13. Responsibilities of the Police and Crime Board include:-
 - Contributing to the development of the Local Policing and Crime Plan
 - Contributing to the development of the Community Safety Plan
 - Commissioning and decommissioning of services in line with community safety priorities
 - Performance management

14. As the Police and Crime Board develops it is anticipated that it will bring a greater degree of scrutiny to the Policing and Community Safety agenda as well as the community view in respect of priorities and the voice of the victim.

Performance

15. The majority of the performance indicators that the Police and Crime Board monitor are detailed in the Corporate Quarterly Performance Management Report in the Tackling crime, fear of crime and anti-social behaviour section.
16. Overall performance is strong with the exception of the Performance Indicator in respect of Violence with Injury. Work is in hand to improve outcomes including the West Midlands Police Forces Service Transformation agenda which has seen an increase in staffing for Public Protection in Dudley from 28th July 2014.
17. In respect of customer satisfaction via residents surveys in Dudley year to date performance data (August 2014) indicates the following:-
- Public have confidence in the Police – Force 61% - Dudley 83.1%
 - Customer satisfaction with Crime – Force 70.1% - Dudley 84.7%
 - Customer satisfaction with ASB – Force 62.7% - Dudley 79.4%

Vision for Policing in Dudley and Future Priorities

18. There will be a need to target resources effectively and this will include a focus on harm reduction and vulnerability (including reducing domestic abuse and public place violence). Priorities going forward will include:-
- Maintaining a commitment to Neighbourhood Policing
 - Protecting vulnerable people
 - Reducing crime and ASB
 - Delivering an excellent service
 - Improving trust and confidence
19. Dudley Local Policing Unit will work with partners to ensure that Dudley continues to be the safest Borough within the West Midlands to live in, work in and visit. This will contribute to the health and wellbeing of the population as well as economic growth.

Law

20. The Crime and Disorder Act 1998 and subsequent amendments as well as the Police and Justice Act 2006 and the Police Reform and Social Responsibility Act 2011 are of particular relevance in respect of the report.

Finance

21. There are no specific financial implications arising from this report.

Equality Impact

22. Communities were consulted in respect of the Dudley Local Policing and Crime Plan 2014-15. This included young people.

23. The Police and Crime Board has almost 51% community representation including young people.

Recommendation

The Committee are invited to consider the report outlined above and express their views on future policing priorities for the Borough.



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Christopher Johnson
Chief Superintendent
Dudley Local Policing Unit

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List of Background Papers

Dudley Local Policing and Crime Plan

Appendix 1

Police and Crime Board - Membership

Community and Voluntary Sector Representatives (13)

- Interfaith Network - Ajaz Ahmad
- CfED (1) - Kenneth Rodney
- DFTRA (1) - Martin Smith
- Victim Support (1) - Sarah Lange/Carol McKay
- Youth Council (2) – Joanna and Jay
- DCVS (1) - Andy Gray
- Cabinet member for Housing and Community Safety – Cllr Gaye Partridge
- Conservative Spokesperson for Housing and Community Safety –Cllr Bob James
- Magistrate (1) - Nomination in the new year
- Business Crime Partnership - Dave Bryce
- School Governor - Mr. P Van Veen
- Assistant PCC - Judy Foster

Statutory Sector Representatives (12)

- West Midlands Police Service - Chris Johnson (Chair)
- West Midlands Police Service - Andy Parsons
- West Midlands Fire and Rescue Service - Julie Winpenny
- Staffordshire and West Midlands Probation Trust Michael Fergus
- Dudley Clinical Commissioning Group - Neill Bucktin
- Dudley MBC (DACHS) - Nigel Collumbell
- Dudley MBC (DACHS) - Helen Barlow
- Dudley MBC (DACHS) - Anne Harris
- Dudley MBC (Childrens Services) - Jane Prasher
- Dudley MBC (Childrens Services) - Mike Galikowski
- Dudley MBC (Childrens Services) - Jassi Broadmeadow
- Dudley MBC (Community Safety Team) - Sue Haywood

Support to the Board

- Dudley MBC (Community Safety Team) - Bob Dimmock
(Performance and Commissioning Manager)
- Dudley MBC (Community Safety Team) - Andy Winning
- Dudley MBC (Community Safety Team) - Jill Dixon
(Admin Support)
- Safe & Sound (Dudley's CSP) - Deb Wright (Analytical Support)

**Meeting of the Corporate Performance Management, Efficiency and Effectiveness
Scrutiny Committee – Thursday 4th September 2014**

Corporate Quarterly Performance Management Report

Report of the Chief Executive

Purpose of Report

1. To present the first Corporate Quarterly Performance Management Report for 2014/15, relating to performance for the period 1st April to 30th June 2014.

Background

2. The overriding purpose of the Corporate Quarterly Performance Management Report is to provide the Cabinet with a regular update on the management of services and performance levels being achieved within the Council, across the seven Council Plan thematic priorities. Prior to submission to Cabinet the report is scrutinised by this Committee.

3. The report contains the following sections:

Section 1: a brief introduction.

Section 2: a performance summary of key performance indicators and actions.

Section 3: more detailed progress on the key performance indicators and the key actions identified to determine our delivery of the Council Plan priorities.

Section 4: current sickness absence information for 1st April to 30th June 2014.

Section 5: corporate risk status.

A full copy of the Corporate Quarterly Performance Management report is available in the Members Room and on the Internet via the Committee Management Information System. A hard copy, in colour, for Members of this Committee only is attached with the agenda for this meeting. A hard copy can be sent to any other Member of the Council on request.

Finance

4. There are no direct financial implications.

Law

5. The Council may do anything which is incidental to conducive to or which facilitates the discharge of its functions under Section 111 of the Local Government Act, 1972.

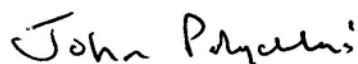
Equality Impact

6. There are no special considerations to be made with regard to equality and diversity in noting and receiving this report.

The Corporate Quarterly Performance Management Report includes details of the performance of the Council Plan strategic objectives and priorities for children and young people.

Recommendation

7. It is recommended that: Committee receive this report.



John Polychronakis
Chief Executive

Contact Officers: Geoff Thomas ext 5270 / Michael Wooldridge ext 4737