

# **POLICY AND PERFORMANCE CO-ORDINATING COMMITTEE**

Tuesday, 3 September 2013

Present:

Councillor S Whittingham (Chair)

Councillors	W Clements	B Mooney
	S Foulkes	S Mountney
	A Brighthouse	D Roberts
	RL Abbey	J Stapleton
	P Doughty	D Elderton
	P Glasman	L Fraser
	M McLaughlin	

14 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Andrew Hodson and Steve Williams.

15 **INTRODUCTION AND WELCOME**

The Chair welcomed everyone to the meeting.

16 **CODE OF CONDUCT - DECLARATIONS OF INTEREST RELEVANT AUTHORITIES (DISCLOSABLE PECUNIARY INTERESTS) REGULATIONS 2012, INCLUDING PARTY WHIP DECLARATIONS**

Councillor Ron Abbey declared a personal interest in Item No. 5 on the agenda, Combined Authority – Cabinet Minute No.45 by virtue of him being a member of the Merseyside Integrated Transport Authority.

Councillor Steve Foulkes declared a personal interest in Item No. 5 on the agenda, Combined Authority – Cabinet Minute No.45 by virtue of him being a member of the Merseyside Integrated Transport Authority.

Councillor Stuart Whittingham declared a personal interest in Item No. 5 on the agenda Combined Authority – Cabinet Minute No.45, by virtue of his employment with Arriva.

17 **MINUTES**

**RESOLVED: That**

**(1) subject to the resolution of Minute No. 8, being amended to**

**‘That Members’ comments be noted.’**

**the Minutes of the meeting of the Committee held on 3 July 2013 be approved as a correct record; and.**

- (2) further to Minute No. 8, the Head of Legal and Member Services be reminded to circulate an easily understandable form of words in plain English on this matter to all Members of the Committee as he has promised.**

**18 COMBINED AUTHORITY - CABINET MINUTE NO. 45**

The Cabinet, at its Special meeting held on 8 August 2013, had considered a report of the Chief Executive on the Combined Authority – Liverpool City Region Governance Review which had explained why the Liverpool City Region needed to review its strategic governance for economic development, regeneration and transport and outlined the process to be undertaken to conduct a governance review commissioned by the Liverpool City Region Cabinet.

The Chief Executive’s report had set out the recommendation of the review, after evaluating the current available evidence, to create a Liverpool City Region Combined Authority to formalise existing informal arrangements, to signal to businesses and the Government that the City Region was serious about working together and potentially to draw down extra powers and funding from Government.

The Chief Executive had identified in his report how a potential Liverpool City Region Combined Authority could operate and the functions it could discharge, along with considering a draft scheme for its establishment.

Included within the report was an outline of the proposed approach to consultation and the Chief Executive had sought agreement to host specific Wirral events to further consult on the Review of Strategic Governance and the operation of a potential Liverpool City Region Combined Authority.

Attached to the Chief Executive’s report were the following appendices:

- Appendix 1 – The Draft Liverpool City Region Strategic Governance Review;
- Appendix 2 – The Draft Outline of the Potential Role for a Liverpool City Region Combined Authority; and
- Appendix 3 – The Draft Scheme for the Establishment of a Combined Authority for Liverpool City Region.

Consequently, the Cabinet had resolved:

'That

- (1) the draft findings of the Liverpool City Region strategic governance review (Appendix 1 to the report) be endorsed;
- (2) the draft outline of the potential role for a Liverpool City Region Combined Authority (Appendix 2 to the report) be endorsed;
- (3) the draft scheme for the establishment of a Combined Authority for the Liverpool City Region (Appendix 3 to the report) be endorsed;
- (4) the holding of Wirral events as part of the consultation on the proposals described in the documents referred to in resolutions (1) to (3) above be agreed;
- (5) the final versions of the documents referred to in resolutions (1) to (3) above together with the results of the consultation exercise be submitted for consideration at future meetings of the Cabinet and the Council;
- (6) the appropriate Policy and Performance Committee be requested to meet to examine the proposal and offer suggestions on how to take it forward as soon as possible; and
- (7) the above decisions were urgent and call-in be waived given the actions and timetable that all the Councils involved are required to undertake and meet in order to establish the proposed Combined Authority.'

(Minute No. 45 refers.)

In the light of resolution No. 6 the Committee considered the detail of the Cabinet report assisted by the Strategic Director, Transformation and Resources who introduced it and answered Members' questions. Comments made by Members included the following:

- The timescale set by the Government to establish the Combined Authority had been July but was now September 2013.
- The Combined Authority would only be able to access major funding for major schemes.
- Queries about resource implications being cost neutral as staff and entering into contracts have cost implications. The Strategic Director informed that the notion was that there would be no additional costs associated with the implementation of the Combined Authority and there was a need to make efficiency savings by streamlining activities.

- A concern was still expressed that this proposal could have an adverse effect on the Council's budget.
- The City Region approach will mean funding can be accessed.
- A strategic advantage is that some decisions will be made at City region level.
- The content of the Constitution will be determined as the Council goes through the process to bring about the Combined Authority. It was important to get it right to avoid in fighting and arguments.
- The Combined Authority will be more open and transparent than the existing arrangements.
- The Combined Authority was being pursued to seize potential funding opportunities and not to create another tier of bureaucracy. The track record was that there had been some good and bad examples in Merseyside. The Mersey Tram initiative had been disappointing and as a consequence, the public perception had been on failure. However, there had been some very successful initiatives. Where initiatives experienced problems it had been because of in fighting. The Combined Authority provided an opportunity to present a more united front as had been demonstrated in Manchester.
- There were a whole host of issues that Merseyside Councils could unite upon e.g. EU funding.
- The reference that Merseyside Authorities work well together did not include examples. It was considered that a public relations exercise was necessary to strengthen and make the case for the Combined Authority approach.
- The Combined Authority approach did not affect the Council's relationship with Cheshire West and Chester Council or the Shared Services initiative.
- There was a query on how the Combined Authority would interact with public health responsibilities. The Strategic Director advised that dialogue was being pursued with health colleagues and there was forward thinking about it. There would be consultation on the whole combined system. It did not exactly fit at present but it could be worked on.
- Members' comments would be passed on as part of the consultative process.

**RESOLVED: That**

- (1) the Cabinet's resolutions detailed above be noted; and**
- (2) the comments made by Members as detailed above be also noted.**

## COMMITTEE WORK PROGRAMME

A report by the Chair reminded the Committee that it had discussed the formulation of its Work Programme for the current Municipal Year at its inaugural meeting on 3 July 2013 and agreed to delegate responsibility for developing the Work Programme to the Chair and Party Spokespersons. The report updated Members on the progress made with this work and the activity proposed for the Committee.

In order for the Committee to fulfil its wider co-ordination role, in terms of the overall Scrutiny Work Programme, the draft Work Programmes of the other three Policy and Performance Committees were also included in the report.

At its last meeting the Committee had suggested that:

‘the Committee should scrutinise Freedom of Information (FOI) requests received, the processes involved with them and the Information Manager be invited to make a presentation to a future meeting of the Committee.’ (Minute No. 12 refers.)

The Chair proposed that as FOI requests were within the remit of the Transformation and Resources Directorate, the review process for handling them be allocated to the Policy and Performance Transformation and Resources Committee. However, a Member was unhappy with this proposal because she considered that FOI requests cut right across the Council and every Committee. She felt that they should fall under the remit of the Co-ordinating Committee.

A Member told the Committee that it was not its job to dictate to the other Policy and Performance Committees what they should include in their Work Programmes. It was imperative that the Committee had faith in the other three Committees.

The Director of Public Health/Head of Policy and Performance informed that FOI requests had also been the subject of discussion at the last meeting of the Policy and Performance Transformation and Resources Committee and it had expressed an interest in scrutinising them and some Members considered that this approach constituted best practice.

A vote was held on which Policy and Performance Committee should undertake a review of FOI process and it was agreed that it would fall within the remit of the Transformation and Resources Committee.

A Member made reference to the Policy and Performance Regeneration and Environment Committee’s draft Work Programme and in particular to a potential review of Coastal Issues. He proposed that this be firmed up to include Wind Farms, Coastal Erosion and Tourist Attractions.

The Member also made reference to the Sustainable Communities Overview and Scrutiny Committee that, in the last Municipal Year, had given consideration to the problems associated with pavement parking, the current legislative framework and proposals on how the Council could increase public awareness of the issue and in conjunction with the police, undertake appropriate enforcement action. This was very important as it was a Wirral wide problem. Members had expressed support for a warning leaflet which could be issued to warn drivers of inappropriate parking which caused an obstruction. Members had suggested that wording on the leaflet could be harder hitting and that registration numbers could be noted to enable a database of persistent offenders to be established. The leaflet could also include the point that it was illegal to drive on the pavement. This proposal had received all party support and the Cabinet Member, Highways and Transportation; Councillor Harry Smith had contributed to a press release in July 2013 which informed that motorists who parked irresponsibly on pavements and footways could face the same penalty charge notices as those who parked on double yellow lines. A campaign had been launched to raise awareness of the dangers and inconvenience pavement parking could cause to pedestrians. The Member was concerned that this initiative could lose its impetus and direction following the introduction of the new scrutiny arrangements if it was not included on the Work Programme.

Another Member drew attention to the width of the remit of the Policy and Performance Families and Wellbeing Committee and also registered her concerns over the amount of Scrutiny Officer support available to the Policy and Performance Committees.

The Director of Public Health/Head of Policy and Performance acknowledged these concerns and took the opportunity to introduce the two newly appointed Scrutiny Support Officers, Mike Lester and Tim Games, who along with Alan Veitch, would work as a team to support the scrutiny function.

A Member considered that flood defence was a key area but was aware that other key priorities may mean that this was not the case. He informed that he would like the Policy and Performance Regeneration and Environment Committee to receive a report on parking on pavements.

Members asked which officers were supporting each of the four Policy and Performance Committees and were informed that the arrangements were as follows:

<b>Policy and Performance Committee</b>	<b>Officer(s)</b>
Families and Wellbeing	Alan Veitch
Regeneration and Environment	Tim Games
Transformation and Resources	Mike Lester
Co-ordinating	Fiona Johnstone/Mike Callon

A Member queried what information would go in the last column of the Work Programme entitled outcome which was currently blank. The Director of Public Health/Head of Policy and Performance reported that the Scrutiny Team would ensure that there was an outcome recorded from any work undertaken.

A Member raised again the issue of parking on pavements and was assured that there would be a report presented at a future meeting of the Regeneration and Environment Committee rather than an in depth review being carried out. It was important to generate savings and minimise the impact of this.

**RESOLVED: That**

- (1) the Committee's Work Programme as set out in Appendix 1 to the report be approved;**
- (2) Members' comments on the Work Programmes set out in Appendices 2, 3 and 4 as detailed above be noted and shared with the relevant Policy and Performance Committee where appropriate; and**
- (3) An email be sent to Members requesting volunteers to sit on Task and Finish Reviews on the Work Programme.**

**20 CORPORATE PLAN PERFORMANCE / MANAGEMENT REPORT (AS AT 31 JULY 2013)**

A report by the Director of Public Health/Head of the Policy Unit and the attached Appendix 1 outlined the current performance of the Council (as at 31 July 2013) against the delivery of the Corporate Plan for 2013/14.

The report translated the priorities set out in the Corporate Plan into a coherent and measurable set of performance outcome measures and targets. These were used to evaluate the achievement of strategic priorities over the next year of the Plan.

The Committee was informed that the development of the Corporate Plan would be an iterative process during 2013/14 based on the feedback and requirements of Members and Portfolio Holders. The latest version of the report contained:

- Key finance information
- Risk management information (aligned to red RAG rated indicators)
- Year-end forecast position
- North West benchmarking information (the level of information will increase in line with the availability of data nationally)

Members noted that the iterative development of the report would run in parallel to the wider development of the underpinning business planning and performance management infrastructure within the Council (e.g. Performance Management Framework Policy, electronic provision of performance information to Members, transition from targets to outcomes).

The Committee noted that the Heads of Service responsible for the delivery of targets must complete an exception report and delivery plan for all indicators which were under performing (e.g. red RAG rated indicators). Appendix 2 to the report illustrates the exception reports/delivery plans for:

- Local environmental quality (LEQ) of litter, detritus and dog fouling in main gateways and shopping areas target; and
- Establishment reduction compared to savings assumption.

The Director of Public Health/Head of the Policy Unit introduced her report and made reference to lines 7 – ‘To maintain local environmental quality (LEQ) of litter, detritus and dog fouling in main gateways and shopping areas’ and 17 – ‘Establishment reduction compared to savings assumption’ of Appendix 1, the Corporate Plan Performance, Finance and Risk Report, as at 31 July 2013. She reported that each had an exception report which set out what the issue was and how it was intended to address it.

Members asked a number of questions about the layout of Appendix 1 in an attempt to gain a greater understanding of the information it contained. It was agreed that a key should be included at the bottom of future reports to assist Members understanding of the content.

The Head of Service, Streetscene and Waste was in attendance at the meeting to explain the underperformance in respect of line 7 of Appendix 1. He informed that he had hoped for better results and was disappointed that the standard at the end of the first quarter was not where he had wanted it to be and consequently his Service was adrift on its performance. He had carried out some research and informed that the Service’s litter performance had missed its 93% target with a score of 92%. The detritus score had been very poor and this had dragged the overall score down. He was however determined to bring about improvement to get the indicator up to where it needed to be.

A Member asked if there was a tangible reason why performance had been so poor in the first quarter. The Head of Service, Streetscene and Waste told the Committee that Biffa’s workforce had been put at risk of redundancy. This had affected morale and performance. However, at the end of the process Members were told it had not been necessary to make anyone compulsory redundant because Biffa and the Trade Unions had agreed to a one year’s pay freeze which had saved ten jobs and there had been some voluntary redundancies. Changes had been made to Biffa’s contract in July 2013 and



this had addressed the issues. The Head of Service, Streetscene and Waste was working with the supervisors and had established gateway crews who were focusing on the delivery of this indicator. He intended to continue to keep a close eye on performance standards.

The Committee accepted that the redundancy situation was an influential factor in respect of staff morale and poor performance. Members wanted to make sure that the poor performance was a blip and not something that was more permanent. The Committee accepted that making £1m street cleansing savings had meant that supervisory levels were lower. However, it was noted that Members of the public were not dropping as much litter and the Service would ensure that bins were emptied regularly so that there was always room for litter to be deposited in them. The Service would look at methodologies, mindsets and mitigating factors and try to encourage members of the public not to drop litter. Members were also aware of the current situation and work was ongoing to encourage behavioural changes.

A Member drew attention to the performance relating to the months April to June. She used New Brighton as an example of improvement. It had received many visitors during July and August and had a very busy summer. Its appearance had been greatly improved as the result of a lot of hard work. Another Member emphasised the importance of encouraging bars and restaurants to work in partnership with the Council to pick up the rubbish outside their establishments. A Member informed that this proposal had been raised by the Constituency Committees who had been meeting informally and was being pursued.

The Head of Service, Streetscene and Waste told Members that making £1m saving was not without some risk but it had been identified that this was the best way to make these savings. Consequently, he intended to keep a close eye on standards and monitor them on a weekly basis. There was also a new approach to the rural areas via the new contract and Biffa had been told that the Council expected it to keep the place spotless.

The Interim Director of Resources was in attendance at the meeting to explain the underperformance in respect of line 17 of Appendix 1. He informed that the Council's payroll and financial systems did not link. Work had begun to align establishment and finance records. However, there had been a planned delay in completing staffing restructures and, therefore, it had not been possible to complete this work. Human Resources had to undertake the comparison and alignment exercise following the current round of redundancies before reporting the indicator. There had been some slippage and this exercise was approximately one month behind. The Interim Director assured the Committee that the work would be completed by 31 October 2013.

A Member referred to line 6 of Appendix 1 to the report – the number of interventions put in place for travel plans and transport (to improve accessibility to employment and opportunities) and queried the figures as performance was better than the target set. She asked for an explanation.

The Head of Commissioning, Performance and Business Intelligence was in attendance at the meeting and acknowledged the need to determine how we highlight cases of over performance. He agreed to establish the rationale for this and inform all Members of the Committee.

A Member referred to line 21 of Appendix 1 to the report noting that Alcohol related admissions to hospital was improving but that there were no comparisons with other authorities.

The Director of Public Health/Head of the Policy Unit told the Committee that a technical specification including a description of the indicators had been made available to Members. Sources of data alone would not be how Members determined their focus and it was necessary for the Committee to consider other sources of information in deciding what to focus on.

**RESOLVED: That**

- (1) the Committee will use the information contained in the report to inform its future Work Programme; and**
- (2) Members' comments, as detailed above, on the Director of Public Health/Head of the Policy Unit's report and appendix be noted.**

**21 BUDGET MONITORING - INCLUDING REVENUE, SAVINGS AND CAPITAL**

The Committee had regard to two reports and attached Appendices and Annexes of the Interim Director of Resources that had been prepared for and considered by the Cabinet at its meeting held on 11 July 2013.

The reports detailed the Council's capital and revenue positions for 2013-14 at Month 2 (May 2013) and the actions taken to minimise risk.

The Interim Director of Finance introduced both reports and referred to the projected revenue forecast for the year at Month 2 which showed a projected under spend General Fund position of £41,000. He told the Committee that this was both pleasing and not surprising as budgetary issues had been addressed ensuring a robust budget at the beginning of the financial year.

The Interim Director drew the Committee's attention to the Savings Tracker detailed at Annex 5 of his Revenue Monitoring report informing that performance had been good at month 2 and had been improved upon in

month 3 and to Budgetary Issues identified at month 2 detailed in Annex 12 informing that the Strategic Directors had to find savings and report back in month 3 action now being taken to ensure that the potential overspends had been addressed.

A Member drew attention to the numerous references to slippage in Annex 5 due to the late departure of employees leaving their employment with the Council. The Interim Director responded informing that the restructuring process had taken longer than anticipated. He had included a £2m allowance for slippage which he considered to be adequate at the moment. The extent of the slippage was £1.6m approximately.

The Member also made reference to Income and Debt at Annex 9 and raised the issue of Business Rates noting that 19.5% of National Non-Domestic Rates had been collected in the period 1 April to 31 May 2013 compared with 21.02% during the same period in 2012. He asked if this was causing any concerns. The Interim Director informed that this was not a concern at the moment but he would continue to monitor the situation and report back to Members at a future Committee meeting.

The Member then made reference to the Capital Monitoring Report and to the fact that Mary Bagley, Service Manager, Cultural Services – Parks and Countryside Support whose name was mentioned on a number of occasions within it was leaving her employment with the Council. He asked who would now be responsible for monitoring her budgets. The Head of Streetscene and Waste replied informing that this would now be his responsibility as he had been the Service Manager's line manager.

A Member referred back to Annex 5 of the Revenue Monitoring Report and raised concerns regarding the £4k of slippage per month in respect of the Household Waste Collection because the increase in the range of charges for replacement wheelie bins had not yet been implemented due to resource problems within the CRM. However, the Head of Streetscene and Waste reported that this issue had now been addressed.

A Member referred to Budgetary Issues identified at month 2 set out in Annex 12 of the Revenue Monitoring Report and queried how the Strategic Directors had made the savings required. The Interim Director of Finance informed that this would be explained in Annex 12 of future reports to the Committee.

A Member queried why Capital in month 2 was so much less than in previous months. The Interim Director of Finance reported that the report was realistic in terms of capital spend and that most capital spend occurred in the second half of the financial year.

**RESOLVED:**

**That the Cabinet's recommendations as set out in the two reports be noted.**

22 **POLICY UPDATE**

The Director of Public Health/Head of Policy and Performance introduced a Policy Information Briefing Note prepared by officers of the Council's Policy Unit to help the Committee to 'horizon scan'. Included in the Note were brief details of new legislation, government announcements, guidance, consultations and research, the Cabinet Portfolio each one fell within, links to obtain further information and the implications of each to the Council.

The Committee was informed that it was the Director's intention to break this information contained in this briefing document down and present the issues which fell within the remits of each of the other three Policy and Performance Committees to their meetings for information.

The Committee informed the Director of Public Health/Head of Policy and Performance that they had found the contents of the Briefing Note very helpful and she agreed to pass this back to her team.

**RESOLVED:**

**That the contents of the Policy Information Briefing be noted.**

23 **DELEGATED DECISIONS (SUBMITTED TO REGENERATION AND ENVIRONMENT POLICY AND PERFORMANCE COMMITTEE ON 10 JULY 2013)**

The Committee considered the report of the Assistant Chief Executive/Head of Universal and Infrastructure Services, in accordance with the Approved Scheme of Delegation, upon instances where delegated authority had been used with respect to the appointment of contractors pursuant to Contract Procedure Rule 14.4. Whereas the function of Corporate Asset Management was now within his remit, the Assistant Chief Executive/Head of Universal and Infrastructure Services indicated that, in this instance, the delegated authority had been used on behalf of the former Director of Law, HR and Asset Management. It was noted that this report had been considered by the Policy and Performance Regeneration and Environment Committee at its meeting on 10 July 2013 where it had been noted and referred to this Committee as the information contained in it fell within its remit. (Minute No. 9 refers)

It was noted that since the last report to the Sustainable Communities Overview and Scrutiny Committee (Minute No.76 refers) the following tenders

had been accepted, all being the lowest/most economically advantageous received:

Project Title Comprehensive Lift Maintenance Contract 2013-2015  
Contract Sum £21,536.28 per annum  
Contractor Knowsley Lift Services Ltd  
Funded from Law, HR & AM Repairs & Maintenance Revenue

Project Title Birkenhead Town Hall Power/Lighting  
Contract Sum £77,430.53  
Contractor Cottrell Electrical Services Ltd  
Funded from Capital Reserves

Project Title Asbestos Surveying & Sampling  
Schedule of Rates Contract 2013-2016  
Contract Sum 0% Increase/Reduction to Base Rates  
Contractor Apec Environmental Ltd  
Funded from Law, HR & AM Repairs & Maintenance Revenue

Project Title Water Hygiene Risk Assessment & Monitoring 2013-2014  
Contract Sum 41.5% Reduction to Base Rates  
Contractor Hertel (UK) Ltd  
Funded from Law, HR & Asset Management PPM

**RESOLVED:**

**That the report be noted.**