



Policy and Performance Co-ordinating Committee

Date:	Wednesday, 3 July 2013
Time:	6.00 pm
Venue:	Committee Room 1 - Wallasey Town Hall

Contact Officer: Shirley Hudspeth, Democratic Services Manager
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AGENDA

1. APOLOGIES FOR ABSENCE

To record any apologies for absence received from Members.

2. INTRODUCTIONS AND WELCOME

The Chair to report.

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

Members are reminded of their responsibility to declare any disclosable pecuniary or non-pecuniary interest which they have in any item of business on the agenda no later than when the item is reached.

Members are reminded that they should also declare whether they are subject to a party whip in connection with any item(s) to be considered at this meeting and, if so, to declare it and state the nature of the whipping arrangement.

4. MINUTES

To approve the accuracy of the Minutes of the meeting of the Committee held on 24 June 2013. (To be supplied)

5. MINUTES OF SCRUTINY PROGRAMME BOARD (Pages 1 - 4)

To approve the accuracy of the Minutes of the last meeting of the Scrutiny Programme board held on 19 February 2013. (Copy attached)

6. TERMS OF REFERENCE AND AREAS OF RESPONSIBILITY FOR THE POLICY AND PERFORMANCE CO-ORDINATING COMMITTEE (Pages 5 - 10)

Report by the Director of Public Health/ Head of Policy and Performance.

To receive a presentation.

7. MEETING PROCEDURE RULES (Pages 11 - 22)

Report by the Director of Public Health/Head of Policy and Performance.

To receive a presentation.

8. CORPORATE PLAN PERFORMANCE MANAGEMENT REPORT (Pages 23 - 32)

Report by the Director of Public Health/ Head of Policy and Performance.

9. COMMITTEE WORK PROGRAMME (Pages 33 - 40)

Report by the Director of Public Health/ Head of Policy and Performance.

10. SCRUTINY: BRIEFING (Pages 41 - 50)

The Briefing Note is attached for ease of reference.

11. URGENT BUSINESS APPROVED BY THE CHAIR (PART 1)

To consider any urgent business that the Chair accepts as being urgent.

12. EXEMPT INFORMATION - EXCLUSION OF THE PRESS AND PUBLIC

RECOMMENDATION:

That, under section 100 (A) (4) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following item(s) of business on the grounds that they involve the likely disclosure of exempt information as defined by the relevant paragraphs of Part I of Schedule 12A (as amended) to that Act. The Public Interest test has been applied and favours exclusion.

13. URGENT BUSINESS APPROVED BY THE CHAIR (PART 2)

To consider any urgent business that the Chair accepts as being urgent.

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SCRUTINY PROGRAMME BOARD

Tuesday, 19 February 2013

<u>Present:</u>	Councillor	A Hodson (Chair)	
	Councillors	A Sykes W Smith S Kelly C Blakeley	P Glasman J Stapleton S Whittingham KJ Williams

18 MEMBERS' CODE OF CONDUCT - DECLARATIONS OF INTEREST/PARTY WHIP

Members were asked to declare any disclosable pecuniary and non pecuniary interests in connection with any items on the agenda and, if so, to declare them and state what they were.

Members were reminded that they should also declare, pursuant to paragraph 18 of the Overview and Scrutiny Procedure Rules, whether they were subject to a party whip in connection with any items to be considered and, if so, to declare it and state the nature of the whipping arrangement.

Councillor S Whittingham declared a personal interest in agenda item 4 - Welfare Reform - Update (see minute 22 post) by virtue of being a Director of Wirral Partnership Homes.

Councillor P Glasman declared a personal interest in agenda item 4 - Welfare Reform - Update (see minute 22 post) by virtue of being Chair of the Pensions Committee.

19 MINUTES

Resolved - That the minutes of the meeting held on 12 December 2012 be approved.

20 WORK PROGRAMMES OF OVERVIEW AND SCRUTINY COMMITTEES

The Acting Director of Law, HR and Asset Management presented the work programmes of each of the themed Overview and Scrutiny Committees for the Boards' information and consideration.

Councillor Glasman commented that a report regarding Domestic Violence was yet to be brought to the Health and Well Being Overview and Scrutiny Committee and believed that the issue of Domestic Homicide within the work programme of Sustainable Communities Overview and Scrutiny Committee should also be included in the Health and Well Being work programme and advised that the Community Safety Partnership provided a co-ordinating role.

Resolved - That the Scrutiny Work Programmes be noted.

21 **WELFARE REFORM - UPDATE**

The Interim Director of Finance provided an updated report on the progress of the Welfare Reform programme; its impacts on Benefit processing services provided by the Local Authority together with those accessing the services and detail of the corresponding technical and operational service level response.

Mr M Flanagan, Head of Revenues, Benefits and Customer Services attended the meeting to outline the report and responded to questions from Members.

Mr Flanagan clarified that the Department for Work and Pensions had indicated that Universal Credit would be in place from October 2013 and that in the event of any delay, the current housing benefit system would remain in place.

Members were also advised that no one who was currently claiming benefit would be worse off under Universal Credit at the point of transfer to the new benefit despite the possibility of reductions prior to the day of transfer.

It was reported that the earliest date the incorporation into Pension Credit new claims would begin was currently set as October 2014 (twelve months later than Universal Credit would be implemented) however this would be trialled six months earlier with certain path finders prior to the programme being rolled out and that the current pensioner housing benefit caseload would continue to be administered by Local Authorities.

Mr Flanagan responded to queries from Members regarding circumstances where a claimant was deemed to be occupying accommodation larger than they would reasonably require. He advised that the changes to Housing Benefit would be introduced from April 2013 and that details were being investigated as to how this would be assessed and who would qualify. He advised that there would be specific reasons for people not to include a room as being separate, for example, people with disabilities.

Members were informed that with regard to Discretionary Housing Payment, landlords and tenants were being encouraged to negotiate and that 'rent alignment' was an incentive for landlords who could agree to accept a lower rate of rent and in exchange payment of Housing Benefit/Local Housing Allowance would be made to the landlord directly and that the Department for Work and Pensions had already looked at direct payment projects that were currently in operation.

Resolved -

- (1) That the Interim Director of Finance be thanked for his report.**
- (2) That the report be noted.**

22 **REVIEW OF SCRUTINY PROGRAMME BOARD WORK PROGRAMME**

Councillors S Whittingham and P Glasman declared a personal interest in this matter (minute 18 refers).

The Acting Director of Law, HR and Asset Management reported that the Scrutiny Programme Board was requested to consider whether any matters should be added to its Work Programme for the remainder of the municipal year, having regard to its terms of reference and available timescales.

Michelle Duerden, Programme Manager, Policy, Performance & Public Health Improvement, attended the meeting and advised Members that different models of practice for scrutiny were being explored and that any comments/feedback from Members would be welcome.

Members discussed the role of the Committee and suggested that an officer be made point of contact to enable Members to report any cross-cutting issues and that a recommendation be put to Council that this Committee be abolished in the ensuing municipal year.

RECOMMENDED - That this Committee be abolished in the ensuing municipal year.

23 FORWARD PLAN

The Acting Director of Law, HR and Asset Management reported that the Forward Plan for the period February to May 2013 had been published on the Council's intranet/website and Members were invited to review the Plan in order to consider whether scrutiny should take place of any items contained within it.

Resolved - That the Forward Plan for the period February to May 2013 be noted.

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WIRRAL COUNCIL

POLICY AND PERFORMANCE COORDINATING COMMITTEE

3RD JULY 2013

SUBJECT:	<i>TERMS OF REFERENCE</i>
WARD/S AFFECTED:	<i>ALL</i>
REPORT OF:	<i>DIRECTOR OF PUBLIC HEALTH / HEAD OF POLICY AND PERFORMANCE.</i>
RESPONSIBLE PORTFOLIO HOLDER:	<i>CLLR ANN MCLACHLAN</i>

1.0 EXECUTIVE SUMMARY

1.1 This report informs members of the Terms of Reference of the Coordinating Committee as set out in Article 6 of the Council's constitution.

2.0 BACKGROUND AND KEY ISSUES

2.1 The Council's constitution has recently been revised and updated in response to the need to improve the Council's corporate governance and decision making. These improvements were approved by Cabinet on 23rd April and Council on 30th April 2013. The main changes to the constitution involve:

- The creation of four Policy and Performance Committees to undertake overview and scrutiny
- The creation of four new Constituency Committees to devolve decision-making in line with the Localism Act
- A revised Scheme of Delegation
- Changes to the format of Council meetings

2.2 The terms of reference for the Policy and Performance Committees are set out in Article 6 of the Council's constitution which is published on the Council's website at the following link:

<http://democracy.wirral.gov.uk/ecSDDisplay.aspx?NAME=SD867&ID=867&RPID=1000732115&sch=doc&cat=12881&path=12881>

3.0 TERMS OF REFERENCE

3.1 The terms of reference set out the functions and powers of the four committees, including responsibilities in relation to health scrutiny. The terms of reference also highlight the additional responsibilities of the Coordinating Committee. The terms of reference are included in this report at Appendix 1.

4.0 RELEVANT RISKS

4.1 There are none arising from this report.

5.0 OTHER OPTIONS CONSIDERED

5.1 No other options have been considered

6.0 CONSULTATION

6.1 The terms of reference set out in Article 6 of the Council's constitution, were developed following a series of consultation and Member development events over autumn/winter 2012/13. The proposals have also been presented and discussed through the all-party Democracy Working Party.

7.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

7.1 There are none arising directly from this report.

8.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

8.1 There are none arising directly from this report.

9.0 LEGAL IMPLICATIONS

9.1 There are none arising directly from this report.

10.0 EQUALITIES IMPLICATIONS

10.1 Has the potential impact of your proposal(s) been reviewed with regard to equality?
(a) No

11.0 CARBON REDUCTION IMPLICATIONS

11.1 There are none arising directly from this report.

12.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

12.1 There are none arising directly from this report.

13.0 RECOMMENDATION/S

13.1 Members are requested to note the terms of reference as set out in Appendix 1.

14.0 REASON/S FOR RECOMMENDATION/S

14.1 This report was produced to inform Members of the terms of reference for this Policy and Performance Committee.

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Article 6 – Policy and Performance committees

6.1 Appointment

The council will annually constitute and appoint four Policy and Performance Committee, comprising at least seven councillors, to discharge the functions conferred by the Local Government Act 2000 for overview and scrutiny, as subsequently amended and associated regulations.

6.2 The four committees will be comprised as follows:

- (i) One committee known as the Co-ordinating Committee which will be responsible for:
 - a. Determining the Overview and Scrutiny Rules and operational protocols set out in Part 4 insofar as they have not otherwise been determined by statute or reserved to the Council.
 - b. Determining the overall work programme of the Policy and Performance Committees, including ensuring there is an overall planned approach to in-depth reviews generated by the 3 committees.
 - c. Allocating responsibilities to the Policy and Performance Committees where there is ambiguity or a matter is the concern of more than one committee.
 - d. Considering any matter affecting the area or its inhabitants including matters referred by constituency committees and councillor calls for action, and exercises the right to call in, for reconsideration, decisions made but not yet implemented by the Cabinet.
 - e. Approving an overview and scrutiny forward work programme, including the programme of any sub-committees it appoints so as to ensure that committees' and sub-committees' time is effectively and efficiently utilised.
- (ii) Three committees, to be called Policy and Performance Committees, responsible for scrutinising the work of the three strategic directorates in accordance with the approved overview and scrutiny forward work programme at 6.2(i)(e) above.

Appendix 1

6.3 The Policy and Performance Committees will:

- (i) perform all overview and scrutiny functions on behalf of the council, including
 - (a) the review or scrutiny of decisions made, or other action taken, in connection with the discharge of any functions which are the responsibility of the executive,
- (ii) The power of an Policy and Performance committee to review or scrutinise a decision made but not implemented includes power
 - (a) to recommend that the decision be reconsidered by the person who made it, or
 - (b) to arrange for its function under subsection 6.3(ii)(a), so far as it relates to the decision, to be exercised by the authority.
 - (c) to make reports or recommendations to the council or the executive with respect to the discharge of any functions which are the responsibility of the executive,
 - (d) to review or scrutinise decisions made, or other action taken, in connection with the discharge of any functions which are not the responsibility of the executive,
 - (e) to make reports or recommendations to the authority or the executive with respect to the discharge of any functions which are not the responsibility of the executive,
 - (f) to make reports or recommendations to the authority or the executive on matters which affect the authority's area or the inhabitants of that area,
- (iii) appoint such sub-committees, task groups and representatives on major project boards as it considers appropriate to fulfil those functions
- (iv) make reports and recommendations to the Full Council and the Cabinet and any relevant partner in connection with the discharge of any functions
- (v) foster and encourage an inclusive, structured, non-partisan and non-adversarial approach to overview and scrutiny which is reliant on evidence rather than anecdote
- (vi) In addition to the above the Policy and Review Committee responsible for health scrutiny will:

Appendix 1

- (a) review and scrutinise any matter relating to the planning, provision and operation of health services in The Borough, including significant change to service provision and those jointly commissioned or delivered by the council
- (b) require the attendance of an officer of a local NHS body to answer questions and provide explanations about the planning, provision and operation of health services in the Borough
- (c) require a local NHS body to provide information about the planning, provision and operation of health services in the Borough, subject to the exemptions outlined in the Health and Social Care Act 2001
- (d) participate in cross-boundary overview and scrutiny of health services with other local authorities; including the establishment of joint committees; or the delegation of functions to another local authority
- (e) report to the secretary of state for health:
 - (i) where the committee is concerned that consultation on substantial variation or development of services has been inadequate
 - (ii) where the committee considers that the proposal is not in the interest of the local health service.
- (f) maintain an overview of the council's responsibilities and role in relation to health and wellbeing
- (vii) The Co-ordinating Committee shall appoint at least two but not more than five parent governor representatives to any Forum dealing with education matters. When the Forum deals with other matters, these representatives shall not vote on those other matters, though they may stay in the meeting and speak.

6.4 Finance

The Co-ordinating Committee will exercise overall responsibility for the finances made available to it.

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WIRRAL COUNCIL

POLICY AND PERFORMANCE COORDINATING COMMITTEE

3RD JULY 2013

SUBJECT:	MEETING PROCEDURE RULES
WARD/S AFFECTED:	ALL
REPORT OF:	DIRECTOR OF PUBLIC HEALTH / HEAD OF POLICY AND PERFORMANCE.
RESPONSIBLE PORTFOLIO HOLDER:	CLLR ANN MCLACHLAN

1.0 EXECUTIVE SUMMARY

1.1 This report proposes the meeting procedure rules under which formal meetings of the Policy and Performance Committees should be undertaken. Members are requested to consider the rules set out in the report, suggest any amendments required and give their approval in order that the updated procedure rules can be published within the relevant section of Part 4 of the Council's constitution.

2.0 BACKGROUND AND KEY ISSUES

2.1 Four Policy and Performance Committees have been established to drive forward the Council's Overview and Scrutiny function. These committees are part of a wider set of improvements to the Council's governance arrangements which also include:

- Four new Constituency Committees
- A revised Scheme of Delegation
- Changes to the format of Council meetings

2.2 These improvements were approved by Cabinet on 23rd April and Council on 30th April 2013. The details in relation to the Policy and Performance Committees are set out in Article 6 of the Council's constitution which is published on the Council's website at the following link:

<http://democracy.wirral.gov.uk/ecSDDisplay.aspx?NAME=SD867&ID=867&RPID=1000732115&sch=doc&cat=12881&path=12881>

3.0 MEETING PROCEDURE RULES

3.1 A set of proposed meeting procedure rules has been developed based on the standard sections usually set out in the constitution. These include sections on membership, the scrutiny work programme, agenda setting, reporting and call-in. The draft rules are included at Appendix 1. Once agreed, the new rules will be included in the Council's revised constitution.

4.0 RELEVANT RISKS

4.1 The rules set out in Appendix 1 mitigate the risk that Policy and Performance meetings do not have clear operating procedures.

5.0 OTHER OPTIONS CONSIDERED

5.1 No other options have been considered

6.0 CONSULTATION

6.1 In line with Article 6 of the Council's constitution, the Policy and Performance Coordinating Committee will be responsible for determining the Overview and Scrutiny rules and operational protocols. Members of the coordinating committee are requested to consider the draft rules included at Appendix 1 of this report and advise any amendments.

7.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

7.1 There are none arising directly from this report.

8.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

8.1 There are none arising directly from this report.

9.0 LEGAL IMPLICATIONS

9.1 Once approved, it will be necessary to include the new rules and operational protocols in the Council's revised constitution in Part 4.

10.0 EQUALITIES IMPLICATIONS

10.1 Has the potential impact of your proposal(s) been reviewed with regard to equality?
(a) No

11.0 CARBON REDUCTION IMPLICATIONS

11.1 There are none arising directly from this report.

12.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

12.1 There are none arising directly from this report.

13.0 RECOMMENDATION/S

13.1 The Committee approves the procedure rules set out in appendix 1 of this report and the Constitution is updated accordingly.

14.0 REASON/S FOR RECOMMENDATION/S

14.1 This report was produced to address the need for updated meeting procedure rules in support of the new arrangements for Overview and Scrutiny.

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Appendix 1 - Policy and Performance Committee Procedure Rules

1. The number and arrangements for Overview and Scrutiny Committees

The Council has established Overview and Scrutiny arrangements in accordance with the requirements of the Local Government Act 2000.

The Council will have four Policy and Performance Committees as set out in article 6 and will appoint to them as it considers appropriate from time to time. Such committees may appoint sub committees. The role of the Policy and Performance Committees is wide ranging and can relate to all the Council's functions and responsibilities and to external bodies.

The Council recognises that these arrangements are an important and integral part of its political structure not only in relation to calling the Cabinet to account but more importantly allowing all Members of the Council to participate in the development of the Council's policies, plans and strategies including the formulation of the Budget and the Policy and Planning Framework and to contribute to decision-making in the Council.

The role for the Council in scrutinising other public bodies such as the National Health Service is recognised and the Council's arrangements reflect these statutory responsibilities.

2. Membership of Policy and Performance Committees

All Councillors except for members of the Cabinet may be members of a Policy and Performance Committee. However, no member may be involved in scrutinising a decision with which he/she has been directly involved. A member of a Policy and Performance Committee may however be involved in scrutinising the recommendations of a working party, where he or she was involved in drawing up those recommendations.

The membership of the Policy and Performance Coordinating Committee shall include the Chairs and Vice Chairs of the other three Policy and Performance Committees.

3. Co-optees

Policy and Performance Committees or their sub-committees shall be entitled to recommend to Council the appointment of a number of non-voting co-optees (see also 4 below). Co-options may relate to a prescribed period of office or to specific issues under consideration.

4. Families and Wellbeing Policy and Performance Committee

The Families and Wellbeing Policy and Performance Committee and any sub-committee dealing with education matters shall include in its membership the following co-optees:

- (a) One Church of England diocese representative
- (b) One Roman Catholic diocese representative
- (c) Two parent governor representatives

Where the Policy & Performance committee / sub-committee deals with other matters, these statutory consultees shall not vote on those matters, though they may stay in the meeting and speak.

5. Meetings of the Policy and Performance Committees

There shall be at least four ordinary meetings of each Policy and Performance Committee in each year plus further dedicated meetings to support the annual consultation and/or budget setting process where necessary. In addition, extraordinary meetings may be called from time to time as and when appropriate. Committee meetings may be called by the Chair (after consulting the Party Leaders or spokespersons before the date is determined), or by any three members of the committee.

6. Quorum

The quorum for a Policy and Performance Committee shall be set out in the Council Procedure Rules in Part 4 of the Constitution (Standing Order 29).

7. Policy and Performance Committees Chairs

The Chairs and Vice Chairs of Policy and Performance Committees will be appointed by Council, sub-committee Chairs will be drawn from among the members sitting on the sub-committee.

8. Work Programme

The Policy and Performance Coordinating Committee will be responsible for developing a single integrated overview and scrutiny work programme. The work programme will reflect the priorities of all four Policy and Performance Committees. In preparing the Work Programme, the Coordinating Committee will consult with other parts of the organisations where practically possible.

9. Agenda items

Any member of a Policy and Performance Committee or sub-committee, Cabinet Portfolio Holder or the Leader shall be entitled to notify the Chair that they wish an item falling within the remit of the committee be included on the agenda of the next available meeting of the Committee / sub-committee. On receipt of such a request, the Chair will ensure that it is included on the next available agenda.

The Policy and Performance Committee shall also respond, as soon as its work programme permits, to requests from the Council and, if it considers it appropriate, the Cabinet to review particular areas of Council activity. Where it does so, the Policy and Performance Committee shall report its findings and any recommendations back to the Cabinet and / or Council. The Council and / or Cabinet shall consider the report of the Policy and Performance Committee within two months of receiving it or the next available meeting should that not be possible.

10. Policy review and development

- (a) The role of the Policy and Performance Committees in relation to the development of the Council's budget and policy framework is set out in detail in the Budget and Policy Framework Procedure Rules in Part 4 of the constitution.
- (b) In relation to the development of the Council's approach to other matters not forming part of its policy and budget framework, Policy and Performance Committees or sub-committees may make proposals to the Cabinet for developments in so far as they relate to matters within their terms of reference.
- (c) Policy and Performance Committees may hold inquiries and investigate the available options for future direction in policy development and may appoint advisers and assessors to assist them in this process. They may go on site visits, conduct public surveys, hold public meetings, commission research and do all other things that they reasonably consider necessary to inform their deliberations. They may ask witnesses to attend to address them on any matter under consideration and may pay to any advisers, assessors and witnesses a reasonable fee and expenses for doing so.

11. Reports from Policy and Performance Committees

- (a) Once it has formed recommendations on proposals for development, the Policy and Performance Committees will prepare a written report for submission to Cabinet (if the proposals are consistent with the existing budget and policy framework), or to the Council (if the recommendation would require a departure from or change to the agreed budget and policy framework).
- (b) If a Policy and Performance Committee cannot agree on one single final report to the Council or Cabinet, as appropriate, then up to two minority reports may be prepared and submitted for consideration by the Council or Cabinet with the majority report.
- (c) The Council or Cabinet shall consider the report of the Policy and Performance Committee within two months or the next available meeting should that not be possible.

12. Making sure reports are considered by the Cabinet

The agenda for meetings of the Cabinet will, where appropriate, include an item entitled 'Issues arising from Policy and Performance Committees'. The reports of Policy and Performance Committees referred to the Cabinet shall be included in that point in the agenda (unless they have been considered in the context of the deliberations on a substantive item on the agenda) within two months of the Policy and Performance committee completing its report/recommendations or the next available meeting should that not be possible.

13. Rights of Policy and Performance Committee members to documents

- (a) In addition to their rights as Councillors, members of Policy and Performance Committees have the additional right to documents, and to notice of meetings as set out in the Access to Information Procedure Rules in Part 4 of the Constitution.

- (b) Nothing in this paragraph prevents more detailed liaison between the Cabinet and Policy and Performance Committees as appropriate depending on the particular matter under consideration.

14. Members and officers giving account

- (a) Any Policy and Performance Committee or sub-committee may scrutinise and review decisions made or actions taken in connection with the discharge of any Council functions. As well as reviewing documentation, in fulfilling the scrutiny role, it may require any member of the Cabinet, the Head of Paid Service and/or any officer to attend before it to explain in relation to matters within its remit:-
- i. any particular decision or series of decisions;
 - ii. the extent to which the actions taken implement Council policy; and / or
 - iii. their performance

and it is the duty of those persons to attend if so required.

- (b) Where any member or officer is required to attend a Policy and Performance Committee under this provision, the Chair of that committee will inform the Head of Legal and Democratic Services who will inform the member or officer giving at least three working days notice of the meeting at which they are required to attend. This notice will state the nature of the item on which they are required to attend to give account and whether any papers are required to be produced for the committee. Where the account to be given to the committee will require the production of a report, then the member or officer concerned will be given sufficient notice to allow for preparation of that documentation.
- (c) Where in exceptional circumstances, the member or officer is unable to attend on the required date, the Policy and Performance Committee shall in consultation with the member or officer arrange an alternative date for attendance to take place within a maximum of fifteen working days from the original request.

15. Attendance by others

A Policy and Performance Committee may invite people other than those people referred to in paragraph 14 above to address it, discuss issues of local concern and / or answer questions. It may for example wish to hear from members and officers in other local public sector organisations, or from residents or other stakeholders and shall invite such people to attend.

16. Call-in

- (a) When a decision is taken by Cabinet, committee of the Cabinet or individual Cabinet member (other than one referred to the Council or which is certified urgent by a unanimous decision of the Cabinet – see paragraph 17 below) and notified to all members of the Council (by electronic and / or other means), any six members of the Council, may by notice in writing submitted to the Chief Executive within five working days of such notification require that the decision be not implemented and be referred to the Policy and Performance Coordinating Committee for scrutiny within a further fifteen working days from receipt of the notice.

Any such notice must specify:

- i. the decision in question,
- ii. detailed reasons for the call-in,

and be signed by the members concerned.

- (b) All requests to Call in a decision must be submitted directly to the Chief Executive. The Chief Executive will liaise with the Member listed first on the call-in schedule, to ensure there is sufficient information provided to enable the call in to proceed. As long as there is a clear reason given, the call-in should be allowed.
- (c) The Chief Executive will notify the decision-taker of the call-in and shall then call a meeting of the Coordinating Committee on a suitable date in consultation with the Coordinating Committee Chair within 7 working days of the decision to call in. The relevant Senior Officer and all members will be notified of a call-in immediately and no action will be taken to implement the decision until the call-in procedure has been completed.
- (d) The Chair will consider all proposed witnesses to be relied upon in relation to the call in. The Chair shall confirm his or her agreement to the proposed witnesses, having regard to details provided by the lead signatory as to the nature of the evidence and information each witness will provide. Should the Chair not agree to a proposed witness being called, he/she will not be invited to attend and address the committee. The Chair may accept written documentary evidence where appropriate.
- (e) When a matter is referred to the Coordinating Committee, the Chair may require the presence of the relevant Cabinet member and any Council officer to answer questions on that matter and may require the production of appropriate documents or reports in the custody of the Council or may call for additional reports.
- (f) Having considered the decision, the Coordinating Committee may:-
 - i. Refer it back to the decision making person or body for reconsideration, setting out in writing the nature of its concerns or;
 - ii. Refer the matter to full Council. Such a referral should only be made where the Coordinating Committee believes that the decision is outside the policy framework or contrary to or not wholly in accordance with the budget. The procedures set out in those rules must be followed prior to any such referral.
- (g) If the Coordinating Committee agrees with the decision the relevant Senior Officer may implement it. In the event of any political group not agreeing with the majority decision of the Coordinating Committee, it may prepare a written minority report for consideration by Council when the minutes of the Coordinating Committee are considered. Any such report must be handed to the Head of Legal and Democratic Services in accordance with Standing Order 7(2). The Leader of the relevant group or his/her representative will have an opportunity to explain the minority report to the Council and Council may discuss and vote for/or against such a report without prejudice to any decision already implemented.

- (h) In considering any matter called-in the Coordinating Committee shall follow the process set out in annex 1 and will have due regard to the Call In Guidelines that have been produced to support consistency in the call-in process. The Chair of the Coordinating Committee may, from time-to-time, amend the process and guidelines as appropriate.

17. Call-in and urgency

- (a) The call-in procedure set out above shall not apply where the decision being taken by the Council is urgent. A decision will be urgent if any delay likely to be caused by the call-in process would seriously prejudice the Council's or the Public's interest. The record of the decision and the notice by which it is made public shall state whether, in the opinion of the decision making person or body, the decision is an urgent one, and therefore not subject to call-in. The Chief Executive must agree both that the decision proposed is reasonable in all circumstances and to it being treated as a matter of urgency. Decisions taken as a matter of urgency must be reported to the next available meeting of the Council, together with the reasons for urgency.
- (b) The operating of the provision relating to call-in and urgency shall be monitored annually, and a report submitted to Council with proposals for review if necessary.

18. The party whip

When considering any matter in respect of which a member of a Policy and Performance Committee is subject to a party whip, the member must declare the existence of the whip and the nature of it before the Policy and Performance Committee's consideration of the matter. The declaration and detail of the whipping arrangement shall be recorded in the minutes of the meeting.

19. Procedure at Policy and Performance Committee meetings

- (a) Policy and Performance Committees and sub-committees shall consider the following business:-
- i. declarations of interest (including Party Whip declarations);
 - ii. minutes of the previous meeting(s);
 - iii. response of the Cabinet to reports of the Policy and Performance Committee;
 - iv. the business otherwise set out on the agenda for the meeting.

In the case of the Coordinating Committee, an additional item shall be included to cover the issue of call-ins.

- (b) Where the Policy and Performance Committees conduct investigations (e.g. with a view to policy development), the committees may also ask people to attend to give evidence at meetings which are to be conducted in accordance with the following principles:-
- i. that the investigation be conducted fairly and all members of the committee be given the opportunity to ask questions of attendees, and to contribute and speak;

- ii. that those assisting the committee by giving evidence be treated with respect and courtesy; and
- iii. that the investigation be conducted so as to maximise the efficiency of the investigation or analysis.

20. Matters within the remit of more than one Policy and Performance Committee

Where a matter for consideration by a Policy and Performance Committee falls within the remit of more than one Policy and Performance Committee, the decision as to which Committee will be responsible for the matter will be resolved by the Coordinating Committee.

ANNEX 1 CALL IN PROCEDURE

Chair's opening remarks (5 minutes)

The Chair will open the call in setting out the following procedure.

Explanation of the call in by the lead signatory (5 minutes)

The Chair will invite the lead signatory to set out the reasons for the call in.

Overview and explanation of the decision taken by the relevant Cabinet Member (5 minutes)

The Chair will invite the Cabinet Member to explain the reasons for the decision.

Evidence from call in witnesses

The Chair will invite the lead signatory to call the following witnesses. Members of the Committee will be invited to ask these witnesses relevant questions:

- 1.
- 2.
- 3.
- 4.
- 5.

Evidence from Cabinet member's witnesses

The Chair will invite the Cabinet Member to call the following witness. Members of the Committee will be invited to ask witness relevant questions:

- 1.
- 2.
- 3.
- 4.
- 5.

Summary of the lead signatory (5 minutes)

The Chair will invite the lead signatory to summarise the key points of evidence given in support of their case.

Summary of the Cabinet Member (5 minutes)

The Chair will invite the Cabinet Member to summarise the key points of evidence given in support of the initial decision.

Committee Debate

The Chair invites comments, observations and discussion from members of the committee.

Committee Decision

The Committee having considered the evidence and debate may:-

- Refer the decision back to the Cabinet Member setting out in writing the nature of its concerns.

- Refer the matter to full Council. Such a referral should only be made where the Coordinating Committee believes that the decision is outside the policy framework or contrary to or not wholly in accordance with the budget. The procedures set out in those rules must be followed prior to any such referral.
- Uphold the decision - If the Coordinating Committee agrees with the initial decision the relevant Senior Officer may implement it.

In the event of any political group not agreeing with the majority decision of the Coordinating Committee, it may prepare a written minority report for consideration by Council when the minutes of the Coordinating Committee are considered. Any such report must be handed to the Head of Legal and Democratic Services in accordance with Standing Order 7(2).

The Leader of the relevant group or his/her representative will have an opportunity to explain the minority report to the Council and Council and Council may discuss and vote for/or against such a report without prejudice to any decision already implemented.

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WIRRAL COUNCIL

COORDINATING POLICY AND PERFORMANCE

COMMITTEE

3RD JULY 2013

SUBJECT:	CORPORATE PLAN PERFORMANCE MANAGEMENT REPORT
WARD/S AFFECTED:	ALL
REPORT OF:	FIONA JOHNSTONE (DIRECTOR OF PUBLIC HEALTH AND HEAD OF POLICY & PERFORMANCE)
RESPONSIBLE PORTFOLIO HOLDER:	CLLR ANN MCLACHLAN (GOVERNANCE AND IMPROVEMENT)
KEY DECISION?	NO

1.0 EXECUTIVE SUMMARY

- 1.1 The aim of this report (Appendix 1) is to outline the proposed performance management report to support the delivery of the Corporate Plan for 2013/14.
- 1.2 It translates the priorities set out in the Corporate Plan into a coherent set of performance outcome measures and targets. They will be used to evaluate the achievement of strategic priorities over the next year of the plan.
- 1.3 It is anticipated that the development of the Corporate Plan will be an iterative process during 2013/14 based on the feedback and requirements of elected members and portfolio leads. It will 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 elected members, transition from targets to outcomes).

2.0 BACKGROUND AND KEY ISSUES

- 2.1 As part of the second phase of the development of the Corporate Plan, a set of SMART (Specific, Measurable, Achievable, Realistic and Time related) outcome measures have been developed with each of the three Strategic Directorates and the Corporate function (Neighbourhoods & Engagement and Public Health, Policy & Performance).

- 2.2 A series of business planning sessions were organised with each Strategic Directorate designed to convert the objectives outlined in the Corporate Plan into a set of strategic outcome measures aligned to organisational resources, systems and employees.
- 2.3 To ensure alignment of outcome measures to organisational resources, systems and employees the planning sessions were comprised of a multi-disciplinary team of corporate support services (e.g. HR, Risk, Finance, Policy and Performance & Business Intelligence).
- 2.4 Strategic Directors determined the outcome indicators contained within the performance report and agreed (and signed off) the following parameters (developed by their teams) which underpin their on-going performance management:
 - 2013/14 Plan
 - 2013/14 Plan trajectory (see Appendix 2)
 - 2013/14 Performance tolerance levels (determine RAG [Red, Amber, Green] status)
 - Head of Service responsible for delivery of target
- 2.5 Corporate Plan performance will be monitored on a monthly basis against the parameters agreed as part of the business planning process (e.g. RAG tolerance levels). A number of indicators are only available on a quarterly basis, in line with the availability of data.
- 2.6 The outputs from this monitoring process will be performance managed proactively on an exception basis. The system is designed to promote a “no surprises” approach to performance management.
- 2.7 Heads of Service responsible for the delivery of targets must complete an exception report and delivery plan for all indicators which are under performing (e.g. red RAG rated indicators). Appendix 2 illustrates the pro-forma which will be used to capture this information.
- 2.8 Monthly Corporate Plan performance reports will be produced and made available (to support corporate challenge) in line to support:
 - Monthly DMTs
 - Monthly Portfolio Lead briefings
 - Quarterly Audit, Risk, Governance and Performance meetings
 - Quarterly Policy and Performance Committees
- 2.9 The corporate plan will be underpinned by a hierarchy of metrics captured in Directorate, Service and Team plans.

3.0 RELEVANT RISKS

- 3.1 The performance management framework is aligned to the risk management strategy. At present no risks are identified in relation to the latest version of the Corporate Plan performance report.

4.0 OTHER OPTIONS CONSIDERED

- 4.1 N/A

5.0 CONSULTATION

- 5.1 Corporate plan drafted based on the feedback generated by the What Really Matters public consultation.

6.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

- 6.1 N/A

7.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

- 7.1 Financial implications of undertaking the actions to deliver the Corporate Plan will be addressed by departments as appropriate. Financial approval of the contents of this report will be sought following the initial review at CESG.

8.0 LEGAL IMPLICATIONS

- 8.1 Legal implications of undertaking the actions to deliver the Corporate Plan will be addressed by departments as appropriate. Legal approval of the contents of this report will be sought following the initial review at CESG.

9.0 EQUALITIES IMPLICATIONS

- 9.1 The Corporate Plan has a clear focus on supporting those who are disadvantaged, including the delivery of specific services and through ensuring that all of Wirral's diverse communities are equally able to access services.
- 9.2 Equalities implications relating to the actions set out in the Corporate Plan will be addressed by departments as appropriate, and details set out in individual departmental plans. This work is also monitored by the Corporate Equalities and Cohesion Group and the Council Excellence Overview and Scrutiny Committee.

10.0 CARBON REDUCTION IMPLICATIONS

10.1 N/A

11.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS

11.1 N/A

12.0 RECOMMENDATION/S

12.1 Committee are requested to use the information contained within this report to inform its future work programme.

13.0 REASON/S FOR RECOMMENDATION/S

13.1 To ensure that the report provides elected members with the information required to evaluate the delivery of the three strategic priorities identified by the Corporate Plan.

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APPENDICES

Appendix 1 – Corporate Plan Performance Report (2013/14)

Appendix 2 – Corporate Plan Performance Report (2013/14) Technical Specification

Appendix 3 – Exception/Delivery Plan Template

REFERENCE MATERIAL

N/A

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Cabinet and Council meetings (agreement of the Corporate Plan)	February 2013

WIRRAL COUNCIL
Corporate Plan Performance Report as at 31st May 2013



No.	Description	Data Source	Performance 2012/13	Target/Plan 2013/14	YTD Target 2013/14	YTD Performance	Monthly Trend	Reporting Period	Accountable Officer (Head of Service)	Comments
DOMAIN 1: FAMILIES AND WELLBEING										
Children and Young People Department										
1	Rate of Children Looked After (per 10,000 population 0 – 17)	SSDA 903 Return	100.1	95.7	99.7	98.9		Apr - May	S Garner (Acting)	
2	Rate of Children in Need (per 10,000 population 0 – 17)	Children in Need Census	415.5	396.8	420.3	435.6		Apr - May	S Garner (Acting)	
3	Preventative Services – Qualitative Measure (Placeholder)	A qualitative outcome metric to evaluate the impact of redesigning Family Support Services (as a result of a Peer Review by the Children's Improvement Board) on the experience of families is currently being developed (during Q2). It will examine the experience of users and staff.							S Pimblett	
Department of Adult Social Services										
4	Safeguarding: % of Safeguarding Referrals actioned within 24hrs	SWIFT	98.2%	100%	100%	97.9%		May	J Evans	
5	Permanent admissions of older people (aged 65 and over) to residential and nursing care homes, per 100,000 population	Office for National Statistics (ONS)	909	695	835	816		May	C Beyga	2012/13 performance previously a forecast outturn (835). Performance now ratified and updated.
DOMAIN 2: REGENERATION AND ENVIRONMENT										
Environment & Regulation										
6	Number of interventions put in place for travel plans and transport (to improve accessibility to employment & opportunities)	Travel Solutions	868	1,000	142	334		Apr - May	M Smith	
7	To maintain local environmental quality (LEQ) of litter, detritus, & dog fouling in main gateways and shopping areas	Local Survey Data	92%	92%	90% actual (90% cumulative)	NYA		-	M Smith	Quarterly measure.
Housing & Community Safety										
8	Number of new affordable homes	Housing Strategy Team (Homes & Communities Agency MIS)	202 (forecast outturn)	322	40	NYA		-	I Platt	Quarterly measure.
9	Number of empty properties returned to use or demolished through local authority action	M3 Northgate Database	250 (forecast outturn)	255	10	NYA		-	I Platt	Quarterly measure.
10	Number of interventions to improve private rented sector properties	MVM Database	New Indicator	400	100	NYA		-	I Platt	Quarterly measure.
11	Number of adaptations completed	MVM Database	1,523	1,860	465	NYA		-	I Platt	Quarterly measure.
Regeneration										
12	Jobs created and safeguarded (via Invest Wirral)	Invest Wirral	1,580	925	110	173		Apr - May	D Ball	
13	Apprenticeships supported (Wirral Apprentice Programme)	Hanon Information System	New Indicator	50	TBC	NYA		-	D Ball	The Wirral Apprentice Programme is still under development. It is anticipated that it will be completed and agreed between July and August 2013. Initial programme results are expected by September 2013.
14	Number of working age people claiming out-of-work benefits (economic in-activity)	NOMISWEB	16.1%	15.6%	15.8%	NYA		-	D Ball	This is a 6-monthly measure. Performance data will be available in August 2013.

WIRRAL COUNCIL
Corporate Plan Performance Report as at 31st May 2013



No.	Description	Data Source	Performance 2012/13	Target/Plan 2013/14	YTD Target 2013/14	YTD Performance	Monthly Trend	Reporting Period	Accountable Officer (Head of Service)	Comments
DOMAIN 3: TRANSFORMATION AND RESOURCES										
Resources										
15	Chargeable Services (% achievement versus best practice)	KPMG Annual Study	TBC	Upper Middle Quartile (Feb 2014)	-	-		-	P Timmins	Following a report presented to the Chief Executive Strategic Group (5/06/2013), it was agreed; - to trial Trading Accounts in a central service; - to implement Trading Accounts for Legal Refresh (the recharge system), and - to commission an external company to recommend appropriate recharge system.
16	Adult Care Packages supported by Direct Debit (as a %)	Accounts Payable Ledger	NIL	30%	0%	0%		May	P Timmins	Department on target to have the system available by the end of September 2013, to support the introduction of direct debit payments from October 2013.
17	Establishment reduction compared to savings assumption	Establishment List	N/A	100%	-	-		-	P Timmins	The process of aligning finance salary budgets and Human Resource establishment records has commenced (first meeting on 11/06/2013). Performance will be measured from July 2013.
18	Budget savings achieved	General Ledger	N/A	£48.4m (100%)	£9.90m	£9.90m		Apr	P Timmins	April savings are in line with forecast. May savings will be available following the Chief Executive Strategic Group meeting on 18/06/2013.
Human Resources										
19	Agency/Consultancy costs	General Ledger	£2,000,000	£1,500,000	£166,667	NYA		-	C Hyams	Human Resource are currently developing a process that will enable them to provide this data accurately on a timely monthly basis.
20	Sickness absence: The number of working days/shifts lost due to sickness absence	M44 Form	10.50 days	10.50 days	0.73days	0.75days		Apr	C Hyams	April is a provisional figure as data is still being collated. Performance data for May will be available around 20th June 2013. The sickness level overall has improved from March 2013, when it was 0.81days.
DOMAIN 4: CORPORATE										
Public Health, Policy & Performance										
21	Alcohol-related admissions to hospital	Secondary User Service (SUS)	2,486.9	2,355.2	2355.2	2283.5		Apr	J Webster	2012/13 performance previously a forecast outturn (2,296.50).
22	Smoking quitters (4 weeks)	Stop Smoking Service	2,738 (forecast outturn)	3,500	204	NYA		-	J Webster	By the nature of this indicator, the results are always 4 weeks behind and the reporting of the data is a further 4 weeks behind (8 weeks in total) because the interventions are carried out in the community, and the paperwork is sent to the Stop Smoking Service to input onto database. The provider is in the process of working with both intermediates and pharmacy to implement outcome based/real-time reporting systems.
23	Under 75 mortality rate from all cardiovascular diseases (including heart disease and stroke)	Office for National Statistics (ONS)	68.7	64.0	68.0	NYA		-	J Webster	Awaiting access to mortality files to be able to report this measure. This is a national problem that is currently being resolved.
Neighbourhoods & Engagement										
24	Constituency plans in place for 2014/15	-	-	Mar 2014	Mar 2014	-		-	E Degg	Annual measure.
25	Partial devolution of services to be delivered at constituency level	-	-	Sep 2013	Subject to agreement.			-	E Degg	6-monthly measure -performance data will be available in September 2013.
26	Full devolution of services to be delivered at constituency level	-	-	Mar 2014	Subject to agreement.			-	E Degg	Annual measure.
27	Local Government Equality Framework: To be an 'excellent council'	-	-	Amber (Mar 2014)	Mar 2014	-		-	E Degg	Annual measure.

Corporate Plan Performance Report: Technical Specification Part 1



Indicator	Frequency	Performance 2012/13	Target 2013/14	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14
1 Rate of Children Looked After (per 10,000 population 0 – 17)	Monthly	100.1	95.7	100	99.7	99.2	98.8	98.3	97.9	97.5	97	96.6	96.1	95.7	95.7
2 Rate of Children in Need (per 10,000 population 0 – 17)	Monthly	415.5	396.8	420.8	420.3	419.7	419.1	418.5	417.9	415.7	413.2	410.4	407.4	403.7	396.8
3 Preventative Services – Qualitative Measure (Placeholder)	Monthly	New Indicator	TBC	Qualitative Indicator to be determined											
4 Safeguarding: % of Safeguarding Referrals actioned within 24hrs	Monthly	98.2%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
5 Permanent admissions of older people (aged 65 and over) to residential and nursing care homes, per 100,000 population	Monthly	909	695	835	817	799	780	758	743	732	724	718	710	703	695
6 Number of interventions put in place for travel plans and transport (to improve accessibility to employment & opportunities)	Monthly	868	1,000	65	142	205	265	318	403	545	652	703	795	897	1,000
7 To maintain local environmental quality (LEQ) of litter, detritus, & dog fouling in main gateways and shopping areas	Quarterly	92%	92% (cumulative)	90% actual (90% cumulative)			88% actual (89% cumulative)			94% actual (90.1% cumulative)			96% actual (92% cumulative)		
8 Number of new affordable homes	Quarterly	202	322	40			117			220			322		
9 Number of empty properties returned to use or demolished through local authority action	Quarterly	250	255	10	20	30	40	60	80	100	120	160	200	240	255
10 Number of interventions to improve private rented sector properties	Quarterly	New Indicator	400	100			200			300			400		
11 Number of adaptations completed (and average cost of adaptations for year)	Quarterly	1,523	1,860	465			930			1395			1860		
12 Jobs created and safeguarded (via Invest Wirral)	Quarterly	1,580	925	20	110	231	296	351	462	562	639	693	748	836	925
13 Apprenticeships supported (Wirral Apprentice Programme)	Monthly	New Indicator	50	TBC											
14 Number of working age people claiming out-of-work benefits (economic in-activity)	6-monthly	16.1%	15.6%					15.8%					15.6%		
15 Chargeable Services (% achievement versus best practice)	Monthly	TBC	Upper Middle Quartile	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Upper Middle Quartile	Upper Middle Quartile
16 Adult Care Packages supported by Direct Debit (as a %)	Monthly	NIL	30%	0%	0%	0%	0%	0%	0%	10%	20%	25%	25%	30%	30%

Corporate Plan Performance Report: Technical Specification Part 1



Indicator	Frequency	Performance 2012/13	Target 2013/14	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14
17 Establishment reduction compared to savings assumption	Monthly	N/A	100%	N/A	N/A	N/A	100%	100%	100%	100%	100%	100%	100%	100%	100%
18 Budget savings achieved	Monthly	N/A	£48.40m	£9.90m	£14.90m	£16.70m	£18.60m	£20.60m	£23.60m	£26.60m	£29.90m	£33.20m	£36.50m	£39.80m	£48.40m
19 Agency/Consultancy costs	Monthly	£2,000,000	£1,500,000	£166,667	£333,333	£500,000	£666,667	£833,333	£1,000,000	£1,100,000	£1,200,000	£1,300,000	£1,366,667	£1,433,333	£1,500,000
20 Sickness absence	Monthly	10.50days	10.50days	0.73days	1.78days	2.58days	3.37days	4.01days	4.75days	5.74days	6.82days	7.70days	8.75days	9.68days	10.50days
21 Alcohol-related admissions to hospital	Monthly	2486.9	2,355.2	2,355.2	2,355.2	2,355.2	2,355.2	2,355.2	2,355.2	2,355.2	2,355.2	2,355.2	2,355.2	2,355.2	2,355.2
22 Smoking quitters (4 weeks)	Monthly	2,738 (forecast outturn)	3,500	204	416	608	761	891	1,051	1,261	1,420	1,549	1,818	1,995	3,500
23 Under 75 mortality rate from all cardiovascular diseases (including heart disease and stroke)	Monthly	68.7	64.0	68.0	68.0	68.0	67.0	67.0	66.0	66.0	66.0	65.0	65.0	64.0	64.0
24 Constituency plans in place for 2013/14	Monthly	-	Mar 2014												Mar 2014
25 Partial devolution of services to be delivered at constituency level	Monthly	-	Sep 2013						Sep 2013						
26 Full devolution of services to be delivered at constituency level	Monthly	-	Mar 2014												Mar 2014
27 Local Government Equality Framework: To be an 'excellent council'	Monthly	-	Amber (Mar 2014)												Mar 2014

PERFORMANCE ACTION PLAN TEMPLATE

This template is to be completed for ALL measures showing **RED** status of non-compliance against the specified target reported.

INDICATOR OVERVIEW	
Indicator Title	Rate of Children in Need (per 10,000 population 0 – 17)
Strategic Director Lead	C FISH
Departmental Lead	S Garner
Target	407.7

CURRENT SITUATION: Detail what the performance is for this measure and reason/s for non-compliance		
Performance this Period	428.2	+ / - Target : +5.05% (Tolerance RED=+2.5%)
Non-compliance reason		

ACTIONS: This describes what's necessary or how to achieve a 'green' score. This way everyone is clear on what is required and when; knows the expected outcome and how to achieve it .	
What (is required)	
How (will it be achieved)	<i>Are there any resource allocation required for specific activities?</i>
Who (will be responsible)	
When (will results be realised)	<i>Date required.</i>

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WIRRAL COUNCIL

POLICY AND PERFORMANCE COORDINATING COMMITTEE

3RD JULY 2013

SUBJECT:	<i>COMMITTEE WORK PROGRAMME</i>
WARD/S AFFECTED:	<i>ALL</i>
REPORT OF:	<i>DIRECTOR OF PUBLIC HEALTH / HEAD OF POLICY AND PERFORMANCE.</i>
RESPONSIBLE PORTFOLIO HOLDER:	<i>CLLR ANN MCLACHLAN</i>

1.0 EXECUTIVE SUMMARY

1.1 Members of the Policy & Performance Committees will formulate a work programme for the forthcoming municipal year. This report advises members of the criteria that would be suitable to inform their work programme and requests that members propose items for inclusion on the Committee's programme.

2.0 BACKGROUND AND KEY ISSUES

2.1 Four Policy and Performance Committees have been established to undertake the work of the Council's Overview and Scrutiny function. Each of these committees is responsible for scrutinising specific areas of responsibility or departmental functions, which are reported elsewhere on the agenda. It is recommended that each of the Committees selects items within their remit to be included on their work programme. Due to the wide remits of the Committees, focusing on a small number of high priority issues will be beneficial. It is envisaged that the work programme will be subsequently monitored and updated at Committee meetings throughout the municipal year.

The Coordinating Committee will have an additional role to ensure that there is no duplication between the work of the other committees and to make sure that resources are available, from both members and officers, for the work items to be completed in a timely manner.

3.0 THE FUNCTIONS OF SCRUTINY

As a reminder, the types of work that Overview and scrutiny is empowered to undertake includes:

- Holding the Executive to account – a primary role is to provide a framework of accountability which seeks to modify executive behaviour and prevent the abuse of power.
- Holding Partners to account – scrutiny provides an opportunity to investigate the work of public, private and voluntary sector partners and their impact on the community.

- Horizon-scanning – looks ahead to future changes in local government in order to help the Council to adapt to them. This will usually mean considering future actions by central government which will have repercussions for local government.
- Policy Development and Review – scrutiny contributes to the development of key policies to be included in the Council's policy framework, as well as examining how well a policy has been implemented and if outcomes have been achieved.
- Pre-decision scrutiny – examines the council's proposals, objectives, and draft programmes in order to inform their development before they are delivered. This helps the council to achieve optimum impact by avoiding mistakes and grasping opportunities.
- Post-decision scrutiny – examines the implementation of council policy and performance and enables the council to review the effects of its decision-making
- In-depth review – small groups of councillors will undertake detailed investigations into a specific topic of particular interest to them. The process is member-led and can involve methods such as informal meetings, mystery shopping, external visits etc. This type of review can facilitate greater involvement of residents and community organisations.
- Performance management and improvement – involves reviewing achievement against Corporate Plan goals and targets. This can be a powerful force for improvement by highlighting areas of poor performance and ways to address this.

Therefore, it is reasonable to expect that the work programme developed by a Policy and Performance Committee throughout the year will be a mixture of items covering these different functions.

4.0 CRITERIA FOR SELECTING ITEMS

In order to identify and prioritise items for inclusion on the Work programme, it is useful to measure each proposed item against a set of criteria to ensure that the most relevant topics are selected:

Internal Council Priorities

- Is it a priority in the Corporate Plan or in the Transformation Programme?
- Is it a key decision in the current Forward Plan?
- Is it a service with a high budget?
- Is it a service with performance indicators which consistently fail to meet targets?

Public Interest

- Is it an issue that is important to residents in the Borough?
- Is it a service that gives rise to most complaints from the public?
- Is it an issue that is covered heavily in the local media?

External Factors

- Is it a Government priority and how does it affect the Borough?
- Is the issue affected by the key national and local policy drivers within the remit of the Committee?
- Is the issue subject to new Government guidance or legislation?
- Has the particular services / areas of concern been highlighted by internal / external Audit reports?

Impact

- Will the Scrutiny work make a difference?
- What would Scrutiny of a particular issue achieve?
- Are there clear objectives for the scrutiny of a particular issue?

Reasons for exclusion of a particular topic may include:

- The issue is being examined elsewhere, for example, by the Cabinet, a working group of members or by an officer group.
- The issue has already been dealt with recently.
- Relevant new legislation or guidance is expected within the next year.
- There is limited scope for scrutiny to add value and make a difference.
- There is limited time to achieve the objective in the specified timescale.

5.0 METHODS OF UNDERTAKING DETAILED WORK

It is envisaged that as much work as possible will take place outside the formal committee meetings, with members reporting findings back to the Committee. In developing their work programme for the municipal year, members may wish to reflect on the different methods which are available to undertake scrutiny work. Whilst the following list is not exhaustive and is currently being further developed, members may wish to utilise a mixture of the following techniques:

- **In-depth Reviews** – Typically undertaken by a Task & Finish Group, members will review a specified topic in detail. Methodology will include scope definition, evidence-gathering via a series of separate meetings with witnesses over a period of time, report writing and recommendations to Cabinet. A number of scrutiny reviews in Wirral have followed this methodology, for example, the International Trade Centre Scrutiny Review and the Looked After Children Scrutiny Review.
- **Evidence Days** – This method is similar to the In-depth Reviews, although the evidence-gathering is undertaken during an Evidence Day(s) when a series of individual meetings are held with witnesses. This method is suitable for investigative scrutiny undertaken over a shorter timescale. The method was used for the Under-occupation Scrutiny Review undertaken earlier in 2013.
- **Workshop-style** – This method lends itself to collaborative work where a number of stakeholders / members are brought together to review a particular issue and to jointly identify potential solutions. An example of the possible use of this method is a review of the potential impact on the Borough of a piece of new legislation, prior to its implementation.

- **Reference Groups / Rapid scrutiny** – This method would be suitable for short, specific pieces of work whereby a small group of members, possibly supported by knowledgeable co-optees, review a specific issue. As an example, this method may lend itself to pre-decision scrutiny whereby a portfolio holder will present a specific proposal prior to decision by Cabinet and will receive comments from the member's group.

6.0 WORK PROGRAMMES OF THE PREVIOUS OVERVIEW AND SCRUTINY

COMMITTEES

Officers have reviewed the work programmes / minutes from the former Overview & Scrutiny Committee meetings and have identified those areas where members had previously requested further work to take place. Those items are listed in the table below. As part of developing the work programme of the new Policy and Performance Committees, members may wish to identify any items from the list that are required for the new work programme. It would be beneficial to carry forward only those most significant items.

Previous Committee / Date	Item	Description	New Committee
CYP / E&R	Child Poverty Strategy	Regular updates on progress implementing of the Child Poverty Strategy requested.	Coordinating Committee
E&R 22/04/13	Universal Credit (and wider welfare reform)	Review requested by Cllr Whittingham.	Coordinating Committee
SC 12/03/13	Wirral Approved Trader Scheme	Committee requested that a further update report be provided to a future meeting.	Regen & Environment
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7.0 RELEVANT RISKS

7.1 Without an effective work programme, members of the Policy and Performance Committees will struggle to deliver valuable overview and scrutiny.

8.0 OTHER OPTIONS CONSIDERED

8.1 None

9.0 CONSULTATION

9.1 No consultation has been carried out in relation to this report.

10.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS

10.1 There are none arising directly from this report.

11.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS

11.1 It is envisaged that officer support to enable members to deliver their work programme will be delivered from within existing resources. In compiling their work programme members will need to be aware of capacity issues, both in terms of member time and officer support.

12.0 LEGAL IMPLICATIONS

12.1 There are none arising directly from this report.

13.0 EQUALITIES IMPLICATIONS

13.1 Has the potential impact of your proposal(s) been reviewed with regard to equality?
(a) No

14.0 CARBON REDUCTION IMPLICATIONS

14.1 There are none arising directly from this report.

15.0 PLANNING AND COMMUNITY SAFETY

15.1 There are none arising directly from this report.

16.0 RECOMMENDATIONS

16.1 Members are requested to agree initial items for inclusion on the work programme.

16.2 Members are also requested to delegate the completion of the work programme to the Chair and Spokespersons prior to the next meeting of the committee. The Chair and Spokespersons will also be able to agree to the commencement of any specific parts of the work programme prior to the next Committee meeting.

17.0 REASON/S FOR RECOMMENDATIONS

17.1 This report was produced to provide background information to enable Committee members to compile a suitable work programme for the forthcoming municipal year.

REPORT AUTHOR: *Fiona Johnstone*

Director of Public Health / Head of Policy and Performance

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Scrutiny: Briefing

Subject:	Policy and Performance Coordinating Committee
Date:	June 2013
From:	Scrutiny Support Team
<p>Summary of contents:</p> <ol style="list-style-type: none"> 1. The purpose of overview and scrutiny 2. Service areas relevant to this committee 3. Dates of meetings 4. Committee Membership 5. Outstanding items from previous scrutiny committees 6. Key Internal Plan & Strategies 7. Key local and national policy drivers 8. The role of the Chair 9. Officer support arrangements 10. Key contacts 	

1. The purpose of overview and scrutiny

Overview and scrutiny is a vital component of good governance, which has the potential to significantly improve the quality of Council decision-making, service provision and cost-effectiveness. It includes:

- Holding the Executive to account – a primary role is to provide a framework of accountability which seeks to modify executive behaviour and prevent the abuse of power.
- Holding Partners to account – scrutiny provides an opportunity to investigate the work of public, private and voluntary sector partners and their impact on the community.
- Horizon-scanning – looks ahead to future changes in local government in order to help the Council adapt to them. This will usually mean considering future actions by central government which will have repercussions for local government.
- Policy Development and Review – scrutiny contributes to the development of key policies to be included in the Council's policy framework, as well as examining how well a policy has been implemented and if outcomes have been achieved.
- Pre-decision scrutiny – examines the council's proposals, objectives, and draft programmes in order to inform their development before they are delivered. This helps the council to achieve optimum impact by avoiding mistakes and grasping opportunities.
- Post-decision scrutiny – examines the implementation of council policy and performance and enables the council to review the effects of its decision-making

- In-depth review – small groups of councillors will undertake detailed investigations into a specific topic of particular interest to them. The process is member-led and can involve methods such as informal meetings, mystery shopping, external visits etc. This type of review can facilitate greater involvement of residents and community organisations.
- Performance management and improvement – involves reviewing achievement against Corporate Plan goals and targets. This can be a powerful force for improvement by highlighting areas of poor performance and ways to address this.

2. Service areas relevant to this committee

The Policy and Performance Coordinating Committee is responsible for:

- Determining the Overview and Scrutiny Rules and operational protocols
- Determining and approving a forward work programme for the four Policy and Performance Committees
- Allocating responsibilities to the Policy and Performance Committees where there is an ambiguity or matter of concern which falls under the remit of more than one committee.
- Reviewing matters of a corporate or cross-cutting nature such as FOI, customer services and complaints.

In addition, the Coordinating Committee will have oversight of the Council budget and for the following service areas:

<p>1. Neighbourhoods & Engagement</p> <ul style="list-style-type: none"> • Community Cohesion • Equality & Diversity • Communications, Marketing, Press & PR • Voluntary Sector / Compact • Neighbourhoods • Area Planning / Area Public Service Boards
<p>2. Policy & Performance</p> <ul style="list-style-type: none"> • Policy & Planning • Improvement • Strategic Commissioning Development • Wirral Public Service Board • Performance Management • Scrutiny • Business Intelligence & Research
<p>3. Infrastructure Services</p> <ul style="list-style-type: none"> • Corporate Asset & Facilities Management • Emergency Planning • Health & Safety • Integrated Transport

3. Dates of meetings 2013/14

- Wednesday 3rd July
- Tuesday 3rd September
- Wednesday 15th January
- Tuesday 1st April

4. Committee Membership

15 Members		
9 Labour	5 Conservative	1 Liberal Democrat
Cllr. Ron Abbey Cllr. Paul Doughty Cllr. Steve Foulkes (Vice) Cllr. Pat Glasman Cllr. Moira McLaughlin Cllr. Bernie Mooney Cllr. Denise Roberts Cllr. Jean Stapleton Cllr. Stuart Whittingham (Chair)	Cllr. Andrew Hodson (S) Cllr. David Elderton Cllr. Leah Fraser Cllr. Adam Sykes Cllr. Steve Williams	Cllr. Alan Brighthouse (S)

5. Outstanding items from previous scrutiny committees

Previous Committee / Date	Item	Description	New Committee
CYP / E&R	Child Poverty Strategy	Regular updates on progress implementing of the Child Poverty Strategy requested.	Coordinating Committee
E&R 22/04/13	Universal Credit (and wider welfare reform)	Review requested by Cllr Whittingham.	Coordinating Committee
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H&WB 05/11/12	Welfare Reform	Request for further updates as specific social care policies are developed in response to the changes outlined within the report. Also the Chair and Spokespersons to meet with the Director of Adult Social Services and Rose Boylan to discuss the impact in relation to this Committee's scrutiny role.	Families & Wellbeing
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6. Key Plans and Strategies

Plan/Strategy	Current status
Corporate Plan	2013-16 Corporate Plan agreed 18th February 2013: http://democracy.wirral.gov.uk/ieListDocuments.aspx?CId=121&MIId=3872&Ver=4 Refresh scheduled for December 2013 following Policy Council
Medium Term Financial Strategy	Budget strategy submitted to Cabinet 18 April 2013: http://democracy.wirral.gov.uk/ieListDocuments.aspx?CId=121&MIId=3872&Ver=4
Improvement Plan	CESG to consider review of progress - April 2013. Improvement Board to consider report – May 2013 Report submitted to Cabinet – June 2013
Asset Management Strategy	LGA review undertaken
ICT Strategy	Currently being drafted
People strategy	Current Strategy 2010 – 2013.
Transformation programme	Programme details approved by Cabinet 23 rd May: http://democracy.wirral.gov.uk/ieListDocuments.aspx?CId=121&MIId=4473&Ver=4

7. Key Policy Drivers

Queen's Speech - Legislation 2013/14
<p>Local Audit and Accountability Bill</p> <p>This bill will formally abolish the Audit Commission and replace it with a new local audit framework. The main objectives are to reduce the cost of local audit and improve 'direct democracy' over Council Tax. The latter is achieved through giving local council taxpayers a veto to rises in council tax caused by bodies such as waste disposal authorities and integrated transport authorities. The bill will also cut down on the amount of council-funded newspapers produced.</p> <p>Implications: Transformation and Resources will have a role in the development of a new local audit framework. Budget Strategy considerations may also be impacted by the changes to the Council Tax threshold for triggering a referendum.</p>
<p>Anti-Social Behaviour Crime and Policing Bill</p> <p>This bill will include measures to tackle anti-social behaviour, forced marriage, dangerous dogs and illegal firearms. The crime bill includes the new "community trigger", where police, councils and agencies would be forced to act if five households made a complaint about anti-social behaviour. The offence of being in charge of an out-of-control dog will be extended to cover private property, including people's houses. Forced marriage will become a criminal offence, as will a breach of a forced-marriage protection order. The police will be able to prosecute uncontested minor offences of shoplifting, and the witness-protection scheme will be extended to other vulnerable individuals. Magistrates will no longer have the power to reduce the victim surcharge by giving additional days in prison as a substitute. The police will also be reformed, with a new Police Remuneration Review Body replacing the Police Negotiating Board. This bill applies mainly to England and Wales, with some provisions extending to the rest of the UK.</p> <p>Implications: The local authority will be affected by measures brought in to tackle anti-social behaviour as a community safety partner in the. It is also likely that anti-social behaviour issues will be raised in the new Constituency Committees. The Council will have to work with others to ensure that mechanisms are in place to record and provide a unified response to these issues, with Implications for the ASB team in Families & Well-being Directorate.</p>

Other Policy Drivers
<p>Whole Place Community budgets</p> <p>Whole place community budgets' are a flagship policy of the coalition government to put major principles of localism, 'customer first' service integration, public services reform and deficit reduction into practice. They also tend to be supported enthusiastically by local government in both community leadership and local results delivery roles.</p> <p>Implications: Wirral has expressed an interest in involvement in the newly established Community Budgets network.</p>

Individual Electoral Registration

Individual Electoral Registration (IER) will require electors to register individually and end reliance on registration through heads of household.

There are immediate duties to:

- Take part in dry run of data-matching electoral rolls with DWP database through the IER Digital Service
- Local publicity plans in place from June

In advance of the forthcoming Spending Review, the **LGA** prepared a submission to HM Treasury seeking to influence government spending and public sector reform. The table below summarises the main proposals relevant to this committee. The Government's Spending Review is due to be announced on 26 June and an update will be provided at the first meeting of this committee.

Finance	
Remove restrictions on council tax	The LGA is also proposing that the government should: <ul style="list-style-type: none">• Give full and unconstrained ability to vary locally all council tax discounts• Change Treasury rules to enable local government to capitalise on one-off revenue expenditure
Public Sector Reform	
Undertake a joint central / local review of the statutory duties on local government	The Local Authority may wish to further explore the potential impact of this announcement
Accelerate Community Budgets programme	See Community Budgets above

8. The role of the Chair

The role of a Policy and Performance Committee Chair is to:

1. Provide leadership and direction to the Committee and act as Champion for the functions falling within its remit.
2. Chair formal and informal meetings connected with the work of the Committee and ensure that such meetings are conducted fairly, efficiently and follow the Council's Constitution and the law.
3. Identify and help meet the development and training needs of the Committee collectively and its individual members.

Responsibilities:

1. Actively promote the work of the Committee and generally act as a 'Champion' for its activities.
2. Ensure that Committee members lead on developing an effective and prioritised work programme. Ensure the work programme includes service scrutiny/performance management.
3. Encourage the Committee to challenge and scrutinise Cabinet decisions.

4. Encourage the committee to horizon scan and seek opportunities to undertake pre-decision scrutiny in advance of Cabinet decisions.
5. Encourage the Committee to scrutinise the performance of non-Council bodies, for example partnership delivery plans, and the effectiveness of partnership working, to ensure this is adding value.
6. Endeavour to engage all members of the Committee within the scrutiny process.
7. Co-ordinate work with other Policy and Performance Committees and their Chairs and share learning.
8. Ensure that adequate resources i.e. financial and officer support are identified and sought from the Council.
9. Develop a constructive relationship with the Cabinet, especially the relevant portfolio holders, and with the Chief Executive, Strategic Directors and Heads of Service in the areas that the Committee scrutinises.
10. Chair formal and informal meetings connected with the work of the Committee in a fair and open manner following the terms of reference of the Committee, the Council's Constitution and the law.
11. Ensure that meetings are conducted in a suitable manner that encourages contributions from all members, co-opted representatives and witnesses.
12. Help achieve more community and partner involvement in the scrutiny process by using alternative venues, co-option and innovative meeting styles.
13. Ensure that scrutiny reviews are more efficient through the application of effective project management.
14. Ensure that 'in depth' scrutiny takes place by using expert witnesses and working with officers to help improve members' knowledge base.
15. Maintain awareness of national and local issues related to the Committee and its work.
16. Keep under review, advise on and agree the training and development requirements of the Committee and its individual members.
17. To be responsible for continuous personal development. Take advantage of learning opportunities to build understanding and knowledge, and to develop relevant skills.
18. To promote and participate in Member training, and attend relevant training events each calendar year.

Skills Required:

In order to fulfil the above responsibilities a Policy and Performance Committee Chair will need to ensure that they develop and maintain the following core skills:

- Actively encourages involvement of others and works collaboratively to analyse information and promote understanding.
- Is open to new ideas and ways of doing things.
- Works closely with others to develop, promote and achieve objectives.
- Leadership and excellent chairing skills

In addition to the above core skills, meeting Chairs may also require the following supporting skills:

- Good communication, including media, presentation and interpersonal skills
- Conflict resolution
- Team working
- Project and time management
- The ability to influence and work constructively with Members, officers, the public

and outside organisations.

Behaviours:

To act in accordance with the values and principles required of those operating in public life:

- Openness and transparency
- Honesty and integrity
- Tolerance and respect
- Equality and fairness
- Appreciation of cultural difference

9. Officer support arrangement

The Chair of the Coordinating Committee will be supported by the Statutory Scrutiny Officer. A dedicated support officer will be allocated to the Committee from the Scrutiny Support Team. The key responsibilities of the Scrutiny Support Team include:

- Working with the Chairs of the Policy & Performance Committees and working groups in agenda preparation and work programme coordination, dealing with matters arising from meetings.
- Providing support for the scoping and planning of reviews, including notes of working group meetings, coordination of witnesses, etc.
- Project managing reviews.
- Ensuring Chairs and Members are kept informed of any relevant scrutiny guidance, and that Chairs have the information needed to feel confident in chairing, or being involved in, their relevant committee.
- Undertaking research for policy reviews and general communication purposes.
- Working with Members to draft reports for Policy & Performance Committee reviews.

- Providing assistance to Members with monitoring the progress of recommendations.
- Liaising with officers across the Council about the work of the Policy & Performance Committees.
- Keeping up to date with best practice.
- Providing facilitation of appropriate events for Members and officers involved in scrutiny work.

Additional capacity will be provided by staff from the Directorates as required.

10. Key Contacts

Scrutiny Support

Michele Duerden – 691 8440
Programme Manager
micheleduerden@wirral.gov.uk

Fiona Johnstone – 691 8152
Director of Public Health / Head of Policy and Performance
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Committee Services

Shirley Hudspeth – 691 8559
Democratic Services Manager
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