

OVERVIEW AND SCRUTINY MANAGEMENT BOARD

22 September 2010

CABINET PROGRESS UPDATE ON BUDGET SCRUTINY RECOMMENDATIONS

The schedule below sets out the recommendations arising from scrutiny of the Budget and Corporate Plan which took place on 15 and 17 February, 2010, the responses to those recommendations and details of any progress made.

<i>To the Overview and Scrutiny Management Board</i>			
<i>No.</i>	<i>Detail</i>	<i>Progress</i>	
R 1.1 GP	Following the adoption of the Council's budget on 1 March, the first meeting of the Overview and Scrutiny Management board should receive the recommendations from this scrutiny of the Budget and Corporate Plan to enable preparation of scrutiny work programmes.	Initial report received at meeting on 30 June with subsequent progress update scheduled for consideration at 22 September meeting.	
<i>To the City Council</i>			
<i>No.</i>	<i>Detail</i>	<i>Progress</i>	
R 1.2 TH	That the Overview and Scrutiny Management Board and Audit Committee terms of reference should be amended to ensure alignment of activities relating to finance and governance arrangements.	Revised terms of Reference were agreed at the meeting of the Overview and Scrutiny Management Board on 28 July 2010 and have now been approved by Council.	
<i>To Cabinet</i>			
<i>No.</i>	<i>Detail</i>	<i>Cabinet Response</i>	<i>Progress</i>
R 2.1 GP	That the review of arrangements for performance management of the Local Strategic Partnership and other key partnerships be considered by the Overview and Scrutiny Management Board, with special emphasis given to Local Area Agreement targets.	No comment received from Cabinet.	The Executive Group of Plymouth 2020 Partnership has carried out a review of performance management within the partnership and agreed a series of recommendations to avoid the issues experienced with LAA targets (particularly 2007-10 stretch targets). These cover target-setting/negotiation, leadership/governance, management of performance, data and culture. If there are to be any future negotiations to agree targets, they are likely to be very different from what took place in 2006/7.

R 2.2 MG	The People Strategy is amended to reflect more specifically the support that will be given to the Council's workforce in addressing the significant changes envisaged during the lifetime of the strategy.	Recommendation agreed.	The Organisational Development Team are developing a plan to review the strategy in line with the development of the Accommodation and ICT strategies.
R 2.3 MC	Progress at developing and implementing value for money plans and targets for Departments should form part of the Council's reporting cycle including the Overview and Scrutiny Management Board, and any possible impact on service recipients should be made clear.	Recommendation agreed. As 3.6 below.	Improved visibility of efficiency targets reported under NI179, This is now reported in the quarterly Performance and Finance report. Benchmarking will be undertaken in Sept 10 and this will feed into the budget setting for 11/12 and beyond.
R 2.4 GP	That a review of the arrangements surrounding the negotiation of the stretch targets for the Local Area Agreement 2007-10 be carried out, to highlight any lessons to be learned for future negotiations of this kind.	Recommendation agreed.	See 2.1 above.
R 2.5 PA	That appropriate interim targets are put in place so that progress towards addressing major inequalities across the city can be measured effectively through the performance management cycle.	Recommendation agreed. This will be addressed through a review of Corporate Improvement Priorities during the coming year (as per 2.7 below).	A small basket of key measures is being developed to reduce the inequalities gap and improve health as part of the council's contribution to the P2020 priority to reduce inequalities - e.g. improving housing decency, reducing the education gap at neighbourhood level.
R 2.6 GP	An action plan is prepared setting out the measures that the Council and partners will take to ensure that population data influencing revenue support and strategic planning is accurate and consistent.	Recommendation agreed. This will form part of the preparations for Census 2011.	The 2011 Census of population preparations has seen the introduction of a formal partnership arrangement between the Office of National Statistics (ONS) and Local Authorities. As part of this partnership, the ONS have identified 7 work streams that LA's are to support in. The underlying plan of work contains over 60 actions and will require us to draw on support from our

			partners within the City where appropriate. In addition to the work being undertaken through the partnership with the ONS, PCC will ensure that its master address database is as accurate and complete as possible as this is the area that the authority can have the most impact on and the area that can have biggest effect on our revenue support allocation. A paper (2011 Census Address register maximisation Options analysis) dated 10 August is currently being considered by senior management and a decision on how best to proceed will be made in the coming weeks. A letter to all Councillors will be sent out in October giving further details of preparations, this will also start to highlight the role Councillors have to play in Census preparations. Councillor briefings will be scheduled for late October.
R 2.7 IG GP All	That a review of the corporate improvement priorities should be conducted, so that overriding priorities within them are highlighted, and ensuring that targets and milestones are SMART.	Recommendation agreed. There is an existing commitment to review Corporate Improvement Priorities during the coming year.	14 Corporate Improvement Priorities were a part of a rolling 3 year corporate planning process, 2010/11 is the 3rd and final year. We are currently working with our key LSP partners to reduce and refine the number of City & Council strategic priorities. Cabinet will be asked on 14 September to agree a revised set of 4 corporate and citywide priorities following consultation and agreement by the LSP Board. This is

			due to be considered by Council on 11 October 2010.
R 2.8 None	That further clarity is needed into how all corporate improvement priorities (CIPs) are being resourced, with specific attention to cross cutting CIPs.	Resources have been allocated to deliver CIPs within mainstream budgets or corporate items. Disaggregation of mainstream budgets against individual priorities is not considered appropriate.	
R 2.9 MC	That, in the interests of openness and transparency, governance arrangements for the allocation of 'Invest to Save' resources, including the role of scrutiny panels are prepared and published.	Recommendation agreed.	The first Invest to Save major project (Accommodation Strategy), has been agreed through Cabinet and openly challenged and discussed through the scrutiny process, we will continue to submit all future Invest to Save proposals in the same way,
To Cabinet			
No.	Detail	Cabinet Response	Progress
R 3.1 MC JP	Overall impact on customers is used as a measure of the benefit of efficiency savings rather on whether savings come from the 'back office' or 'front line' service delivery.	Recommendation agreed. This recommendation will be incorporated within value for money planning.	This is being built into the customer service business case for CMT in Sept / Oct 2010
R 3.2 None	Confirmation required that the Place Survey is accepted as part of the city's performance management framework, and that targets set against Place Survey responses will be used to measure progress against objectives.	The Leader and Chief Executive provided this confirmation to the Board in the closing session. A range of other customer perception measures will also be used to measure progress against objectives.	We are no longer required to carry out the Place Survey. We are looking at surveys we are planning to do over the next six months and how comprehensive they are in terms of partnership needs. Place Survey data and other customer data was used in Plymouth Report.
R 3.3 JP	A thorough review is conducted of how customer satisfaction will be measured, monitored and assessed, and in particular of how and what targets will be set.	Recommendation agreed. This recommendation will be incorporated within Corporate Improvement Priority 1 'Improving Customer Service'.	This will be addressed in the Customer Service business case for CMT in Sept / Oct 2010 – and will ensure corporate statistics are compiled and published in the wake of latest government guidance.
R 3.4 MC	Clarification is sought of the overall approach to all key income collection streams during the recession, including a	Recommendation agreed.	Improved visibility of key income collection streams through regular reporting in the quarterly Performance

	review as to whether targets are sufficiently challenging.		and Finance Report, we have continued to improve collection rates despite the current economic climate. Challenging targets continue to be set for future improvement.
R 3.5 NC	A comprehensive and prioritised list of ICT support for corporate improvement priorities including 'business as usual' is published and maintained throughout the year.	Recommendation agreed.	Programme and project work is prioritised according to relevance or individual weighting against CIPS . This overall programme is currently provided to CMT (as the programme board)for approval. It is planned that this programme will be captured in Microsoft project Server and will then be shared with stakeholders. 'Business as Usual' is not currently monitored to record CIP related activity as this is based on adhoc requests from departments and general maintenance of systems to support the services provided by the Council.
R 3.6 MC MG NC	Measures of success for the combined ICT, Accommodation and People Strategies are developed and monitored through scrutiny. Firm plans for cooperation with partners addressing a range of measures to share resources including buildings, people and ICT are included in the relevant strategies.	Recommendation agreed – this recommendation will be incorporated into the review of the above strategies.	The Accommodation / ICT & People strategies were challenged (4 th time) at Corporate Support Scrutiny in July 2010. Scrutiny members were content that there is much closer alignment between the 3 strategies. We continue to maximise opportunities for shared location with key partners and have strategic Asset Management meetings with partners such as PCT & Strategic Health Authority
R 3.7 MC	Data sources for value for money judgements of all relevant services should be agreed and published as part of overall financial and performance monitoring arrangements.	Recommendation agreed (as 2.3 above).	Data sources for VFM such as benchmarking will all top performing unitary councils continue to be measured on a regular basis. These will be used to help inform the 2010/12 budget setting and MTFS review and will be openly available for Scrutiny

			process.
R 3.8 MC	Proposals for major changes in office accommodation are set out in the Asset Management Strategy or associated plans, and are communicated more effectively across the organisation	Recommendation agreed.	The Accommodation strategy has been discussed at length at Cabinet and scrutiny, we have engaged fully with Trade Unions and departmental management teams regarding the objectives and direction of the strategy. A cross department project board has been set up to further clarify the implementation of the strategy. Part of the role of the board will be development of a clear communication plan
To Cabinet			
No.	Detail	Cabinet Response	Progress
R 4.1 IG	A risk assessment of the impact of the delay in addressing issues in the Care First management system on adult social care is prepared and published.	Recommendation agreed. This has already been prepared.	A risk register is in operation for the CareFirst programme and is updated to reflect current status on a regular basis. There is a revised project plan and timetable in place which is currently on track and reported and monitored through CareFirst Board and also reported to both the Children's and Adult Social Care Programme Board.
R 4.2 MC	The revenue delivery plan for Community Services is fully completed and includes a risk assessment for delivery with mitigation measures.	The plan has been updated during the budget setting process and will be reported as part of the bi-monthly performance and finance process.	Improvement board has been set up within Community Services to oversee the entire delivery plan process for the department. The improvement board includes relevant representatives from other departments; high level progress is reported through the quarterly performance report.
R 4.3 PA	Monitoring and evaluation of the Localities project, including contributions from partners be prepared, together with an assessment of resource requirements.	Recommendation agreed. As part on ongoing evaluation of the project.	Baseline evaluation criteria were agreed by Customers and Communities Overview and Scrutiny Panel on 19/07/10. There will be ongoing monitoring and evaluation against these

			criteria to support the 12 month review proposed for June 2011.
R 4.4 AD's within CS	Targets should be set for all relevant National Indicators and Place Survey results for Community Services, with reasons given when no targets are set.	This work is being completed as a matter of course as baseline data becomes available.	Work is ongoing to ensure that all relevant National Indicators have targets set. The Place Survey has now been abandoned.
To the Culture Board			
No.	Detail	Cabinet Response	Progress
R 4.5 JC	A progress report be provided by the Culture Board detailing objectives, achievements and plans for the coming year.		A report has been prepared for submission to the Overview and Scrutiny Management Board and is attached as Appendix A to this report.
To Cabinet			
No.	Detail	Cabinet Response	Progress
R 4.6 JD	What specific actions are being taken to address our failure to achieve recycling targets, and how are they to be funded?	Action against this performance indicator will be reported as part of the performance and finance cycle.	30,000 additional households have been included in the garden waste collection scheme and through reconfiguring processes the recovery rate at the materials recycling facility has been greatly improved. Areas identified as being poor performers have also been targeted.
To the Overview and Scrutiny Management Board			
No.	Detail	Cabinet Response	Progress
R 4.7 PM	The Dementia Strategy is subject to scrutiny, and includes realistic delivery arrangements.	Recommendation agreed.	To be considered as part of Health and Adult Social Care OSP work programme on 10 November, 2010.
To the Building Schools for the Future Sub-Committee			
No.	Detail	Cabinet Response	Progress
R 5.1 GS	Formal engagement between school governors and Third Sector organisations takes place over the memoranda of understanding with new schools to maximise the extent to which their facilities are available and accessible to local communities.	This is an existing commitment within BSF.	A report to go to the Children and Young People Overview and Scrutiny Panel in November.

To Cabinet

No.	Detail	Cabinet Response	Progress
R 5.2 BL AB	Plans are published for better coordination of 'back office' functions between Children and Young People's services and the rest of the organisation to avoid duplication and to gain efficiencies.	Recommendation agreed – this is a priority for the coming year.	A new budget delivery group has been set-up. A progress update will be presented to the Children and Young People Overview and Scrutiny Panel in November. This is a focus for the Policy, Performance, Partnerships delivery group as part of the corporate plan and budget process.
R 5.3 BL	Performance management arrangements between the Children's Trust and the Council's executive and scrutiny arrangements are harmonised and clarified.	Recommendation agreed.	Panel chairs to take part in workshops to review the council and partnership governance arrangements.
R 5.4 MM	That, in light of the poor results of the recent unannounced inspection in Children's Services, the department responds to concerns raised over caseloads of Children's Social Workers, resources for Foster Care and the lack of evidence of new and innovative ways of making efficiency savings in co-operation with other departments and partners.	Cabinet recognise that there are issues to address arising from the unannounced inspection but does not recognise that the description of either the service or the inspection outcome as poor.	An action plan was implemented following the unannounced inspection and the subsequent full inspection of Safeguarding and Children in Care found the service across the city to be good with some outstanding aspects
R 5.5 IG	The Board responsible for the improvement of the CareFirst management system clarify the key elements of the project plan with respect to children's social care, including investment, people resources and key milestones and timelines.	This detail is already available.	The CareFirst Programme Board regularly reviews progress against the key elements of the project plan. The programme board reviews and manages budget, recruitment programme and against the key milestones on a monthly basis. A detailed project plan is in operation and used as a working document to track progress.
R 5.6 MC	Further details are provided of efficiency savings contained within the budget reduction in Lifelong Learning.	Action against this budget line be reported as part of the performance and finance cycle.	We continue to improve our reporting process. Progress against NI 179 has shown that in 2009/10 we exceeded the required target. We will continue to

			report progress in the quarterly Performance and Finance report.
R 5.7 MC	Scrutiny input is requested into the decision as to whether to apply for grant support for free school meals and how match funding is identified.	No comment received from Cabinet.	The Free School Meals (FSM) pilot for primary schools was not signed up to due to affordability of match funding and based on learning from other pilots. The scheme would have cost in the region of £3m-£6m, based on a minimum 50% and maximum 100% take up. In addition, match funding would have been needed for 50% of the costs which would have been funded by the schools and LA (£1.5m-£3m). As the pilot was for one year, learning from other LA's also indicated the staff involved in the FSM assessment would not be needed for a year impacting on the year after the pilot and also losing the ability to capture crucial FSM data which is used in formula funding to calculate schools funding, this being particularly important around funding deprivation factors. Therefore, Schools Forum's decision was not to participate, based on affordability in the current financial climate and the impact after year one was too great. The coalition government subsequently withdrew the grant as part of its initial spending review in June 2010.
R 5.8	Initiatives contributing to the reduction of teenage pregnancy should be part of an overall plan, and properly highlighted to relevant stakeholders.	Recommendation agreed.	A Joint Task and Finish Group pulled together a report – A Focus on Reducing Teenage Conception Rates in the City. The report went to management board on 28.07.10 and will go to Cabinet on 19.10.10.

To Cabinet			
No.	Detail	Cabinet Response	Progress
R 6.1 SP	The results of the Peer Review of private sector housing in March are submitted to Scrutiny, and should include benchmarking to test the level of both people and financial resources currently committed by the Council in this area.	No comment received from Cabinet.	This was reported to G&P scrutiny panel on 12 th July , and the panel accepted the review and requested that they receive a progress report on the Improvement Plan action by March 2011
R 6.2 SP	Use of 'invest to save' resources is considered to prioritise bringing abandoned property back into use, including consideration of greater use of private or not for profit sector partners.	All suitable business cases will be considered.	The service has prioritised capital programme budgets where possible , and is working closely with private and not for profit partners to bring properties back into use. Further consideration will be given to this work after the results of the October Comprehensive Spending review are known.
R 6.3 GP	A map of key executive boards is produced showing terms of reference and governance arrangements.	Recommendation agreed.	This is being discussed by the OSMB and the LSP but it is too early given new government legislation – January?
R 6.4 MC	Asset management strategy should better reflect innovative use of the Council's estate and partner contributions during the recession, including asset transfer to the Third Sector.	Recommendation agreed – as 3.8 above.	The Accommodation strategy is phase one of a strategic approach on how we use Council Assets. There will be future phases of strategy that will package up with other blocks of Council assets with a clear strategic view as to their potential future use.
To the Plymouth City Development Company			
No.	Detail	Response	Progress
6.5 DD	The objectives and targets of the Plymouth City Development Company, including the added value anticipated in return for its increased subsidy should be published.		Due to confirmation that core funding will no longer be available from the HCA (one of the three core funding partners) from 11/12 onwards and the announcement by the government of the planned abolition of RDAs (the second core funding partner), the Board of the CDC took the decision to close the organisation down with effect from

			autumn 2010. Therefore, this recommendation has been overtaken by events. The legacy of the CDC work and its initiatives is being conducted.
To the Overview and Scrutiny Management Board			
No.	Detail	Response	Progress
R 6.6 CP	The Transport Asset Management Plan be included in scrutiny work programme.		The TAMP is currently being worked up to first draft. It is anticipated that this will be complete in 3 months' time, at which stage it can be discussed through the scrutiny process.
To Cabinet			
No.	Detail	Cabinet Response	Progress
R 6.7 CP	A review of the Amey contract should be undertaken, including the key learning points for future similar partnering arrangements.	This is already part of contract management arrangements.	Whilst the partnership is reviewed on a regular basis through the terms of the contract, a wider assessment of progress to date is being commissioned corporately to inform any future decisions on services.
R 6.8 MC	A position statement be provided setting out the Council's current status with respect to DDA compliance of its key public buildings.	Recommendation agreed.	Our current performance against DDA compliance remains a challenge. We have targeted specific work to improve our performance and currently aim to increase our compliance from 14% to 20% within the current year. Stepped change in compliance with DDA will be achieved through further rationalisation of the asset base, for example, Accommodation strategy, Life Centre build.
R 6.9 CP	An analysis be prepared on the budgetary impact of the recent cold weather emergency on Transport.	Issues will be highlighted during the finance and performance cycle.	Annual reviews are already taken following winter services to ensure that the most effective systems are in place to deal with adverse weather. However, the costs of meeting the minimum standards of gritting etc. are born by Amey through the contractual terms of

			the partnership. In respect of the impact of increased gritting and salting on the network, which invariably leads to greater deterioration of the road surface and more potholes, a working group has already been established on the Growth and Prosperity scrutiny committee to consider the implications.
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APPENDIX A

PLYMOUTH CULTURE BOARD

The Plymouth Culture Board (PCB) is charged with ensuring the effective delivery of *The Vital Spark: a cultural strategy for Plymouth 2009-2020*. One of the board's key objectives for 2010/2011 is to establish and progress infrastructure priorities and ensure that the cultural dimension is reflected in all planned developments across the city. The board recognises that achievement of this objective is dependent on high level advocacy, robust partnerships, accurate intelligence and an integrated approach - particularly when the political and economic landscape is changing radically and at speed. To this end we have:

- drawn up and disseminated a PCB action plan 2010/2011
- commissioned research from SERIO/University of Plymouth: *Culture and Regeneration: opportunities for Plymouth* (completed August 2010, for launch October 2010)
- convened two meetings of the Plymouth Culture Forum (a broad-based grouping of individuals and organisations that are the driving force behind much of the city's culture) to ensure grass roots involvement, with a third meeting planned for November 2010
- hosted a recession-busting dinner for senior city figures during a visit by Jon Zeff (Director, Media: Department for Culture, Media and Sport) to discuss the emerging government agenda for culture
- planned a high profile summit - *Culture means business: a summit on the regenerative power of culture on the economy* - for city and regional leaders from the public, private and third sectors, to be held on 7 October 2010 at the National Marine Aquarium, Plymouth. Partnership venture with Plymouth Chamber of Commerce, University of Plymouth and Plymouth City Council and endorsement from Secretary of State. Guest speakers: Cllr Gary Millar (Liverpool City Council culture lead during 2008 Capital of Culture) and David Barrie (director of a range of award-winning urban regeneration initiatives incl. Wakefield Council/Channel 4's *Castleford Project*).
- Brokered agreement from senior tier city and regional representatives (incl. Laura Dyer, Arts Council England Area Executive Director Midlands and South West) to join a re-constituted PCB
- progressed negotiations with Plymouth City Council and Arts Council England South West to secure a two-year senior executive post to lead and progress the work of the PCB.