

## **REPORT OF THE STRATEGIC MONITORING COMMITTEE**

### **Meetings Held on 13th June and 16th July, 2007**

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#### **Membership:**

Councillors: PJ Edwards (Chairman), PA Andrews, WU Attfield, WLS Bowen, SPA Daniels, KG Grumbley, T.M. James, RI Matthews, SJ Robertson, RH Smith and K Swinburne.

#### **INTEGRATED PERFORMANCE REPORT**

1. The Committee has considered a report on performance for the whole of the operating year 2006-07 against the Annual Operating Plan 2006-07 together with corporate risks and a report on progress in the first two months of 2007/08 and arrangements for future performance reporting.
2. The Committee identified a number of areas of concern in relation to the outturn on performance indicators for 2006/07. These areas will be considered for inclusion in the work programme. In particular it has requested further detail on the overall approach to delivering targets in the Local Public Service Agreement and the Local Area Agreement.
3. The revised arrangements for future performance reporting are designed to enable the Council to focus more effectively on its own performance and to draw a distinction in reporting between those indicators where the Council leads and those where partners in the Herefordshire Partnership lead. In relation to the partnership indicators the revised system assigns clear responsibility for performance management to each of the partner organisations including the Council. The Committee has noted its continued role in receiving performance reports under the new system and will use these to hold the executive to account, as part of its performance monitoring activity and to inform the work programme.
4. The Committee has requested that the corporate risk register should be revised so that where there is action to be taken it is clearly shown who is responsible for taking that action and to what timescale.

#### **FINAL REVENUE AND CAPITAL BUDGET OUTTURN 2006/07**

5. The Committee has noted the final outturn for 2006/07 the carry forward of unspent budgets into 2007/08 and the movements to reserves as approved by Cabinet.
6. It has highlighted a number of issues for further consideration including the significant level of balances held by schools; transitional issues about the ICT budgets which are to be addressed; ongoing issues about pressures on the Adult Social Care budget including the need to determine arrangements for pooled budgets with the Primary Care Trust under section 31 arrangements; and has suggested that it appears there may be systemic problems in managing capital projects which need to be examined as part of the scrutiny work programme.

#### **MANAGING PERFORMANCE MANAGEMENT**

7. The Committee has considered progress against the action plan developed as the Authority's response to the Audit Commission's audit of the Council's performance

management arrangements in the autumn of 2006. It has been advised that it is not expected that any key deadlines in the action plan will be missed. A further progress report will be considered in six months time.

8. One issue the Committee has highlighted is how the performance management culture can be embedded with Members. It has been suggested that there may be benefit in repeating the recent seminar on Performance Management and establishing a programme of similar events for the future.

#### **PAY AND WORKFORCE DEVELOPMENT STRATEGY**

9. The Committee has considered the new Pay and Workforce Development Strategy for 2007-2010. It has recommended that particular emphasis be placed on the need to attain the Investors in People Standard to help support continuous performance improvement.

#### **HEREFORDSHIRE COMMUNITY STRATEGY DEVELOPMENT PLAN**

10. The Committee has considered the development and monitoring arrangements in place for the Community Strategy Development Plan and its future development. The Committee was informed that the first Development Plan had been produced for 2006/07 and an action plan for 2008-2011 is now being developed in conjunction with the redevelopment of the Local Area Agreement. The Committee has decided it will contribute to the action plan's development and monitoring by considering the draft action plan in early 2008 and monitoring progress through the annual end of year report.

#### **NEW PROCUREMENT STRATEGY**

11. The Committee has considered the new Procurement Strategy noting that this has been adopted as a framework document by Cabinet pending further comparative work with other similar local authorities. The Committee would like the final document to be made more user friendly and establish appropriate discipline whilst retaining some flexibility.
12. The Committee has also noted the importance of the Strategy's contribution to the cashable savings it is expected the Council will be required to make under the government's comprehensive spending review 2007. In view of evidence in the past of a loss of efficiency and failure to realise the benefits of economies of scale because of departments operating in isolation from one another in procurement the Committee has suggested that the section on departmental procurement should be strengthened. It has been assured that this point is being emphasised and communicated across the Council. It was advised that the need to identify and meet the training and development needs of staff involved in procurement, many of whom were not purchasing professionals, is also recognised in the Strategy.

#### **ISSUES CONSIDERED BY THE INDIVIDUAL SCRUTINY COMMITTEES**

13. The work of the Committees is analysed below as far as practicable under the following five roles for overview and scrutiny: holding the executive to account, best value reviews, policy development and review, external scrutiny, and improvement (performance management and review), the first four of which are identified as key roles in the report on "The Development of Overview and Scrutiny in Local Government published by the Office of the Deputy Prime Minister". Issues considered by the Strategic Monitoring Committee are listed for completeness.

## Summary

14. The Adult Social Care and Strategic Housing Scrutiny Committee met on 22nd June, 2007 and considered the following issues:

Theme	Reports
Holding the Executive to Account	
Best Value Reviews	
Policy Development and Review	Fairer Charging Policy. Joint Scrutiny Review: Transition from Leaving Care to Adult Life.
External Scrutiny	
Improvement (Performance Management and Review)	Revenue Budget Outturn 2006/07 and budget 2007/08. Commission for Social Care Inspection report on services for people with learning disabilities and the Council's Action Plan. Performance Monitoring.
Other	Co-opted Membership. Work Programme.

15. The Children's Services Scrutiny Committee met on 25th June, 2007 and considered the following issues:

Theme	Reports
Holding the Executive to Account	
Best Value Reviews	
Policy Development and Review	Joint Scrutiny Review: Transition from Leaving Care to Adult Life.
External Scrutiny	
Improvement (Performance Management and Review)	Children and Young People's Plan Annual Review 2006/07 and Annual Performance Assessment. Children and Young People's Directorate Plan 2007-2010. Capital Budget Outturn Report 2006/07. Revenue Budget Monitoring. Performance reporting on Children and Young People's Services 2006/07 outturn.
Other	Review and consideration of Committee representative arrangements. Work Programme.

16. The Community Services Scrutiny Committee met on 2nd July, 2007 and considered the following issues:

Theme	Reports
Holding the Executive to Account	Review of the Support for Museums and Heritage Centres – Cabinet’s Response.
Best Value Reviews	
Policy Development and Review	Proposed Review of Agreement with Halo Leisure Trust. Proposed Review of Tourism.
External Scrutiny	
Improvement (Performance Management and Review)	Cultural Services Comprehensive Performance Assessment Report. Performance Monitoring. Service Plan for Economic and Community Services.
Other	Herefordshire Satisfaction Survey. Work Programme.

17. The Environment Scrutiny Committee met on 19th June 2007 and considered the following issues:

Theme	Reports
Holding the Executive to Account	
Best Value Reviews	
Policy Development and Review	Scrutiny Review Group: Household Waste Recycling in Herefordshire. Scrutiny Review Group: Draft Travellers Policy.
External Scrutiny	Safety on Trunk Roads
Improvement (Performance Management and Review)	Good Environmental Management (GEM). Capital Budget Monitoring. Revenue Budget Monitoring. Environment Directorate Plan: Outturn for 2006/07 Performance Indicators.
Other	Introduction by Cabinet Member (Highways and Transportation). Introduction by Cabinet Member (Environment and Strategic Housing). Committee Work Programme.

18. The Health Scrutiny Committee met on 28th June, 2007 and considered the following issues:

Theme	Reports
Holding the Executive to Account	-
Best Value Reviews	
Policy Development and Review	Public Service Trust for Herefordshire.
External Scrutiny	Presentations on behalf of: The Herefordshire Primary Care Trust. The Hereford Hospitals NHS Trust. West Midlands Regional Ambulance Trust.
Improvement (Performance Management and Review)	
Other	Work Programme

19. The business conducted by the Strategic Monitoring Committee at its meetings on 13th June and 16th July, 2007 is summarised below.

Theme	Reports
Holding the Executive to Account	
Best Value Reviews	
Policy Development and Review	Pay and Workforce Development Strategy Herefordshire Community Strategy Development Plan New Procurement Strategy
External Scrutiny	
Improvement (Performance Management and Review)	Integrated Performance Report Final Revenue and Capital Outturn 2006/07 Managing Performance Management
Other	Work Programme

**PJ EDWARDS  
CHAIRMAN  
STRATEGIC MONITORING COMMITTEE**

**BACKGROUND PAPERS**

- Agenda Papers of the Meeting of the Strategic Monitoring Committee held on 13th June and 16th July, 2007

