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# NOTICE OF MEETING

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## SCRUTINY MANAGEMENT PANEL

**THURSDAY, 14 SEPTEMBER 2023 AT 5.30 PM**

**THE EXECUTIVE MEETING ROOM - THIRD FLOOR, THE GUILDHALL,  
PORTSMOUTH**

Telephone enquiries to James Harris on 023 9260 6065

Email: james.harris@portsmouthcc.gov.uk

If any member of the public wishing to attend the meeting has access requirements, please notify the contact named above.

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### Membership

Councillor Cal Corkery (Chair)  
Councillor Leo Madden (Vice-Chair)  
Councillor Matthew Atkins  
Councillor Peter Candlish  
Councillor Lewis Gosling

Councillor Graham Heaney  
Councillor Abdul Kadir  
Councillor Emily Strudwick  
Councillor Mary Vallely

### Standing Deputies

Councillor Chris Attwell  
Councillor Simon Boshier  
Councillor Stuart Brown  
Councillor George Fielding

Councillor Charlotte Gerada  
Councillor Mark Jeffery  
Councillor George Madgwick  
Councillor Daniel Wemyss

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(NB This Agenda should be retained for future reference with the minutes of this meeting.)

Please note that the agenda, minutes and non-exempt reports are available to view online on the Portsmouth City Council website: [www.portsmouth.gov.uk](http://www.portsmouth.gov.uk)

### AGENDA

- 1 **Apologies for Absence**
- 2 **Declarations of Members' Interests**

**3 Minutes of the meeting held on 26 July 2023 (Pages 3 - 6)**

RECOMMENDED that the minutes of the meeting held on 26 July 2023 be confirmed and signed by the Chair as a correct record.

**4 Review of actions following the LGA Peer Review (Pages 7 - 16)**

In 2021 the council underwent a peer review from the LGA Corporate Peer Challenge Team to provide the council with an objective view of its strengths and clarify any areas for improvements.

This resulted in a number of recommendations and the council producing an action plan to address them.

The purpose of the scrutiny is to receive an update on how these actions have progressed.

**5 Consideration and agreement of the draft scoping document for the scrutiny item 'The use of Systems Thinking within Portsmouth City Council' (Pages 17 - 18)**

A draft scoping document is attached for the panel to consider, amend as appropriate and agree in respect of this topic.

Members of the public are permitted to use both audio visual recording devices and social media during this meeting, on the understanding that it neither disrupts the meeting nor records those stating explicitly that they do not wish to be recorded. Guidance on the use of devices at meetings open to the public is available on the Council's website and posters on the wall of the meeting's venue.

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# Agenda Item 3

## SCRUTINY MANAGEMENT PANEL

Minutes of the meeting of the Scrutiny Management Panel held on Wednesday, 26 July 2023 at 11.00 am in the Council Chamber, Portsmouth Guildhall

### Present

Councillor Cal Corkery (in the Chair)

Councillors Simon Boshier  
Leo Madden  
Graham Heaney  
Emily Strudwick  
Mary Vallely

#### 10. Apologies for Absence (AI 1)

Apologies were received from Councillor Matthew Atkins, Councillor Lewis Gosling and Councillor Abdul Kadir.

Councillor Simon Boshier was in attendance as a Standing Deputy for Councillor Matthew Atkins.

#### 11. Declarations of Members' Interests (AI 2)

There were no declarations of interest.

#### 12. Minutes of the meeting held on 17 February 2023 (AI 3)

The minutes of the meeting held on 17 February 2023 were confirmed and signed as an accurate record.

#### 13. Scrutiny Work Programme (AI 4)

Prior to considering the report, the Chair explained the role and remit of the Scrutiny Management Panel and its relationship with the four themed scrutiny panels.

The panel considered the report of the Senior Local Democracy Officer, which updated on the work of the four themed scrutiny panels and detailed their suggested topics for inclusion into the council's scrutiny work programme.

As updates to the published report, the panel was advised that the Traffic, Environment and Community Safety Scrutiny Panel (TECS) would continue with their previously agreed topic of 'Reducing the use of pesticides on Council Land', which had a target completion date of December 2023. Following this the TECS Scrutiny Panel would put forward another topic for the Scrutiny Management Panel to approve.

Following its meeting held the previous week, the Chair advised that Economic Development, Culture and Leisure (EDCL) Scrutiny Panel had put forward the topic of 'How to improve town centres and high streets'. Cllr Madden spoke to this topic as a member of the EDCL Scrutiny Panel.

The Chair also introduced the item put forward by the Housing and Social Care (HSC) Scrutiny Panel 'Review into the response of the local authority and landlords in the city to the issue of damp and mould in social housing and private rented housing'. As a member of the HSC Scrutiny Panel, Cllr Heaney also spoke in support of this item.

Cllr Brian Madgwick was present as Chair of the Education, Children and Young People Scrutiny Panel to introduce and explain the rationale for the panel's suggested topic of 'Review into education, employment and training for our care experienced young adults'.

The Scrutiny Management Panel agreed the topics put forward by the themed scrutiny panels.

The following cross portfolio and cross directorate topics were put forward for the Scrutiny Management Panel to investigate:

The use of 'Systems Thinking' within Portsmouth City Council. It was understood that systems thinking had realised a positive effect on service delivery within a number of services and the purpose of the scrutiny was to explore whether this success could be replicated more widely across the council.

'Peer Review - Progress update against the council's action plan'. In 2021 the council underwent a peer review from the LGA Corporate Peer Challenge Team to provide the council with an objective view of its strengths and clarify any areas for improvements. The resulted in a number of recommendations and the council producing an action plan to address them. The purpose of the scrutiny would be to receive an update on how these actions have progressed.

The panel received a short overview of the Systems Thinking resource which was available for use across the council and its partners. This comprised a small team of interventionists who examined a service/process, suggested improvements where appropriate and then supported the service through redesign, testing and implementation. The goal of such intervention work was to identify and remove any barriers to service delivery.

The panel agreed to look into these two topic areas, with a meeting to be held in September to agree a scope and methodology to progress the Systems Thinking topic and receive an update on the council's Progress against the Peer Review Action Plan.

During the discussion the panel discussed scrutiny within the council more generally and in particular the different ways in which scrutiny operated nationally and whether the current structure was the most effective.

RESOLVED that:

- (i) the panel NOTED the updates received from the themed scrutiny panel chairs; and
- (ii) the council's scrutiny work programme for the themed scrutiny panels be populated and updated as follows:

Economic Development, Culture and Leisure Scrutiny Panel

- Review into how to improve town centres and high streets.

Housing & Social Care Scrutiny Panel

- Review into the response of the Local Authority and Landlords in the city to the issue of damp and mould in social housing and private rented housing.

Education, Children & Young People Scrutiny Panel

- Review into education, employment and training opportunities for our care experienced young adults.

Scrutiny Management Panel

- The use of 'Systems Thinking' within Portsmouth City Council.
- Peer Review - Progress update against the council's action plan.

The meeting concluded at 12.04 pm.

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Councillor Cal Corkery  
Chair

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# Agenda Item 4



## **THIS ITEM IS FOR INFORMATION ONLY**

(Please note that "Information Only" reports do not require Integrated Impact Assessments, Legal or Finance Comments as no decision is being taken)

**Title of meeting: Scrutiny Management Panel**

**Subject: Review of actions following the LGA Peer Review**

**Date of meeting: 14<sup>th</sup> September 2023**

**Report by: Natasha Edmunds, Director of Corporate Services**

**Wards affected: No specific wards**

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### **1. Requested by:**

1.1 The Chair of the Scrutiny Management Panel.

### **2. Purpose**

2.1 To update the Scrutiny Management Panel on the progress on the actions agreed following the Corporate Peer Challenge that took place in October 2021 and reassure Members that good progress has been made.

### **3. Information Requested**

- 3.1 In October 2021 a Peer Challenge team, from the Local Government Association (LGA), visited Portsmouth to look at how the Council works strategically as an organisation. A Corporate Peer Challenge is part of the overall regulatory framework for local authorities and involves a local authority inviting a team of 'peers' to assess how well a local authority is performing against five key core themes and any additional issues that the local authority wishes to be assessed. The peer team for Portsmouth considered health and care integration alongside the five core themes. The Peer Challenge team found that Portsmouth is a good council, that is performing well and they found the City Vision to be ambitious, clear and well-articulated. The report from the Peer Challenge Team is available online - [LGA Corporate Peer Challenge Final Report 2021 \(portsmouth.gov.uk\)](https://www.portsmouth.gov.uk/lga-peer-challenge-final-report-2021). As part of the process, the Peer Challenge report includes suggestions of what can be done differently to improve the way that the Council operates. The Council prepared an action plan in response to these recommendations and this is also available online - [Action Plan - Peer Review \(portsmouth.gov.uk\)](https://www.portsmouth.gov.uk/action-plan-peer-review).
- 3.2 In October 2022 the Peer Challenge Team did a follow up review and looked at progress against the action plan - their report is available here - [LGA Corporate Peer Challenge Final Report 2021 \(portsmouth.gov.uk\)](https://www.portsmouth.gov.uk/lga-peer-challenge-final-report-2021). The team concluded that *"overall good progress was being made with the action plan and the implementation of the recommendations. The direction of travel is positive with clear signs of progress."* To support this review the Council produced an assessment of progress against the action plan. This was shared with Members as well as with the Peer Review Team.

**THIS ITEM IS FOR INFORMATION ONLY**

**(Please note that "Information Only" reports do not require Integrated Impact Assessments, Legal or Finance Comments as no decision is being taken)**

3.3 This assessment against the action plan has been updated and is attached as Appendix 1 to this report. This assessment clearly shows that good progress has been made against the action plan with Green RAG assessments for all but one action. Following the October 2022 visit the Peer Challenge Team said that they agreed with the Council's RAG assessment against the actions. The actions, that were developed in response to the assessment, are now part of the business as usual activity of the Council.

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Signed by:  
Natasha Edmunds  
Director of Corporate Services

**Appendices:**

Appendix 1 - Detailed progress against Corporate Peer Challenge Actions Update August 2023

**Background list of documents: Section 100D of the Local Government Act 1972**

The following documents disclose facts or matters, which have been relied upon to a material extent by the author in preparing this report:

Title of document	Location

## APPENDIX 1 - Detailed progress against Corporate Peer Challenge Actions - Update August 2023

Ref	Recommendation	Action	Updates
1	Create more time and space for collective reflection and long-term planning for the future (members, senior officers and then jointly)	The action for recommendations 1 and 2 has been put together recognising the considerable overlap.  Action: 1. Develop an annual programme of sessions that creates opportunities for collective reflection and long term planning.	<ul style="list-style-type: none"> <li>• Directors and Cabinet meet monthly</li> <li>• Sessions have included:                             <ul style="list-style-type: none"> <li>○ Reviewing the priorities of the Administration and what they want to achieve in this municipal year</li> <li>○ Looking at the evidence base for addressing wicked issues such as the workforce crisis facing local government and which is impacting in PCC</li> </ul> </li> <li>• The management Leadership Network are considering some of the major issues facing the city and the council. They were involved in the response to the Peer Challenge recommendations and have considered the Council's response to the cost of living crisis. Directors as well as senior managers are involved in these meeting which take place 6 weekly</li> <li>• There has also been an update on the Administration priorities to the management leadership network and to</li> </ul>
2	Create opportunities for Directors, Heads of Service and wider staff to come together more regularly to understand, discuss, collaborate and contribute to future Council agendas.	<ul style="list-style-type: none"> <li>• Look to set up at least two strategic planning meetings a year between the Cabinet and the Directors to discuss the evidence based on issues affecting the city, review priorities for the coming year and the progress in achieving outcomes for these priorities.</li> <li>• Arrange a series of theme based workshops for the management Leadership Network</li> </ul>	

Ref	Recommendation	Action	Updates
			<p>the newly established All Managers group</p> <p><b>PROGRESS RAG RATING: GREEN</b></p>
3	<p>The whole Council needs to collectively grip the issue of the Local Plan, housing supply targets and housing delivery - or risk losing control of its destiny in terms of planning powers. It will need strong cross-party working to do this.</p>	<p>2. Implement the actions in the Housing Delivery Test Action Plan. Director of Regeneration Sept 2022</p> <p>3. Produce an updated Housing Delivery Action Plan</p>	<p>Following the 13 meetings up to Summer 2022 three further All-Member cross-party workshops were held to provide strategic steering of the Local Plan as policies were finalised:</p> <ul style="list-style-type: none"> <li>• 23<sup>rd</sup> Feb 2023 - Members Priorities for the Local Plan, Greening the City and Housing</li> <li>• 3<sup>rd</sup> March 2023 - HMOs, City Centre, Cosham</li> <li>• 8<sup>th</sup> March 2023 - Employment and Conclusions</li> </ul> <p>Presentations and notes from these three workshops were shared with All Members. A series of Local Plan Member Progress meetings are currently being undertaken, to which all Members have been invited. One session detailing the initial outcomes of the Council's Housing and Economic Development Needs Assessment has been carried out with further session planned through into the Autumn.</p> <p>The Planning Service continues to support the internal 'promoter team' for the Tipner development, in accordance with the</p>

Ref	Recommendation	Action	Updates
			<p>adopted Planning Performance Agreement and Handling Arrangements, in their engagements with their own cross party steering group</p> <p>A new Local Plan timetable, the Local Development Scheme, was approved by Cabinet in June 2023.</p> <p><b>PROGRESS RAG RATING: GREEN</b></p>
4	Undertake an Independent Review of the internal governance, constitutional and scrutiny arrangements, including a review of officer member behaviours and the overall culture to ensure closer member-officer relationships	<p>4. Work with group leaders to:</p> <ul style="list-style-type: none"> <li>• commission an Independent Constitutional and practice review for Portsmouth City Council which looks at best practice and encourages collaborative working (including the role that member training can play).</li> <li>• agree any amendments to the constitution to secure better working relationships</li> </ul>	<p>The Centre for Governance &amp; Scrutiny (CGS) have undertaken a review of internal governance. The CGS have undertaken the interviews to help inform this work.</p> <p>The Member / Officer protocols: a cross party workshop is planned for the autumn; this will look at the relationship between the recently launched values and supporting behaviour framework and how it relates to the member/officer protocol, Nolan principles and day to day working relationships.</p> <p><b>PROGRESS RAG RATING: AMBER</b></p>
5	Begin a dialogue with members on the approach to training and development taking into account the outcomes of the independent review	5. Set up a cross party working group to:	A cross-party group was established to review member development. The group redesigned the new member induction and this was launched following the May 2023

Ref	Recommendation	Action	Updates
		<ul style="list-style-type: none"> <li>• consider outcomes from the Independent Review (see ref 4) in relation to member learning and development.</li> <li>• agree a core offer of training that all Members must do.</li> <li>• agree an additional offer appropriate for Member learning and development.</li> <li>• agree a supplementary core offer of training that Members should do to undertake specific roles.</li> <li>• agree the most appropriate format and channel for delivery of training.</li> <li>• act as Champions for the offer back with their groups.</li> </ul>	<p>election with positive feedback from new members.</p> <p>The group also determined a core training offer applicable to all members, alongside a more developmental offer which encompasses internally delivered courses and external courses such as the LGA member development programme.</p> <p>Further work in underway to continuously improve member development and this is now focused on training for members of statutory committees. Any proposals arising from this will be taken to Governance and Audit and Standards committee which has responsibility for member development.</p> <p><b>PROGRESS RAG RATING: GREEN</b></p>
6	Develop a strong corporate approach to the equalities, diversity and inclusion agenda, learn from good practice and ensure it is embedded across the organisation	<p>6. Set up an Equalities, Diversity &amp; Inclusion (EDI) steering group and an Engagement &amp; involvement Network and agree terms of reference for both groups.</p> <p>7. Undertake an EDI self-assessment of the Council based on the Local Government Framework</p> <p>8. Use the self-assessment to underpin the creation of the new Strategy 2023-2026.</p>	Both groups have been established, are up and running and continue to meet regularly. The self-assessment exercises have been undertaken across Directorates and analysed. The EDI Strategy, currently in draft form, will be tabled at Cabinet in September following which it will be consulted on with community groups and internally with staff. The EDI Strategy

Ref	Recommendation	Action	Updates
			<p>2023- 26 will be published following consultation.</p> <p><b>PROGRESS RAG RATING: GREEN</b></p>
7	<p>Review the key strategies and plans in the light of Brexit, the pandemic and other external changes, balancing short and long term issues e.g. city centre</p>	<p>9. Update the corporate analysis that looks at all the external factors that are potentially impacting on Portsmouth</p> <p>10. Use the updated analysis as a source document to review existing strategies and plans and as evidence for new strategies and plans.</p>	<p>The external analysis was looked at through the lens of the cost-of living crisis in late 2022. This was the most significant external factor affecting Portsmouth and its residents. A strategic response was developed in response to this crisis and significant external engagement was also undertaken to test the issues and the response. An analysis was undertaken against the LGA Toolkit and a cost of living dashboard was set up.</p> <p>A new Corporate Plan has been published which reflects the range of external factors that are impacting on the Council and sets out the key areas of work for the Council aligned to the City Vision. As other new strategies (e.g. Health &amp; Wellbeing Strategy) and significant plans (e.g. the Local Plan) are prepared these are using informed by the analysis of the current context.</p> <p><b>PROGRESS RAG RATING: GREEN</b></p>

Ref	Recommendation	Action	Updates
8	Find the most impactful approach to health and care integration changes that ensures the best outcomes for the people of Portsmouth	<p>11. Continue to strengthen the Joint Commissioning Board for Portsmouth as a mechanism for driving integrated commissioning.</p> <p>12. Broaden arrangements for pooling and aligning budgets through a s75 arrangement that will mirror an integrated plan for health and care in Portsmouth.</p> <p>13. Develop a mechanism for tracking the impact of integration, so that we can clearly show in performance data, outcomes and case study evidence how integrated ways of working are supporting effective delivery and improving outcomes in the city.</p>	<p>In line with the development of the Integrated Commissioning Board, arrangements have been developed for the Portsmouth Partnership Board to oversee the health and care working locally. This board now meets regularly and has representatives across the local health and care economy.</p> <p>This board oversees the Section 75 arrangement between the local authority and the ICB that brings together health and care spending. In Portsmouth, this agreement is wide ranging bringing in broader areas of activity including in relation to homelessness and community safety. The Portsmouth Health and Care Partnership Board will be the key vehicle for continuing to drive forward the broad and deep integration of health and care services in the city.</p> <p>In relation to the wider Integrated Care Partnership, there is a clear “place-based” footprint for Portsmouth and the city is playing an active role as part of the integrated care partnership.</p> <p>The Health and Wellbeing Board (HWB) remains the lead body for the city in terms</p>

Ref	Recommendation	Action	Updates
			<p>of broader partnership working around the health and wellbeing agenda and has agreed a new Health and Wellbeing Strategy which is being monitored on a theme-by-theme basis at each HWB meeting. The HWB fulfils the functions of the Community Safety Partnership and Childrens Trust for the city. This means it has a full and wide-ranging agenda that take account of a full range of wellbeing matters.</p> <p><b>PROGRESS RAG RATING: GREEN</b></p>

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# Agenda Item 5

## Portsmouth City Council Scrutiny Scoping Document

<b>Scrutiny Panel</b>	Scrutiny Management Panel
<b>Topic</b>	The use of 'Systems Thinking' within Portsmouth City Council.
<b>Purpose of enquiry inc. potential outcomes.</b>  (The remit to be clear and concise as this statement forms the backbone of the enquiry)	To be informed of and to review: <ul style="list-style-type: none"> <li>• An overview of the current approach to the use of systems thinking in Portsmouth City Council;</li> <li>• The methodology employed within PCC - to include an explanation of interventions and how they work;</li> <li>• How and why interventions are currently commissioned; and,</li> <li>• Potential future applications.</li> </ul>
<b>Reason for enquiry</b>	It is understood that the systems thinking methodology has been widely used in some parts of PCC to review and redesign services and therefore this enquiry will explore in what contexts it is most applicable and how we are utilising our existing capacity.
<b>Enquiry format</b>	TO BE CONFIRMED BY SMP  The nature of the enquiry perhaps lends itself to a task and finish group and interested members of SMP to undertake the review with a report back to the SMP.  Initial information/ fact finding session, with format of further scrutiny to be decided upon after this initial meeting?  Task & Finish group or review by the full SMP?
<b>Corporate Priority linked to</b>	'We will improve lives'
<b>Relevant Cabinet Member(s)</b>	Leader and all Cabinet Members.
<b>Relevant officers</b>	James Hill Director of HNB, System Development Service representatives - Eddie Stray & David Adams
<b>Consultees &amp; stakeholders</b>	Services which have been through the systems thinking process and where appropriate partner organisations.

Start Date	
Target Completion Date	

DRAFT