

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: 14th September 2023

Report by: Natasha Edmunds, Director of Corporate Services

Wards affected: No specific wards

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/peers-report). 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/peers-report). 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.

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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"> • Directors and Cabinet meet monthly • Sessions have included: <ul style="list-style-type: none"> ○ Reviewing the priorities of the Administration and what they want to achieve in this municipal year ○ Looking at the evidence base for addressing wicked issues such as the workforce crisis facing local government and which is impacting in PCC • 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 • There has also been an update on the Administration priorities to the management leadership network and to
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"> • 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. • Arrange a series of theme based workshops for the management Leadership Network 	

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			<p>the newly established All Managers group</p> <p>PROGRESS RAG RATING: GREEN</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"> • 23rd Feb 2023 - Members Priorities for the Local Plan, Greening the City and Housing • 3rd March 2023 - HMOs, City Centre, Cosham • 8th March 2023 - Employment and Conclusions <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>

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			<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>PROGRESS RAG RATING: GREEN</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"> • 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). • agree any amendments to the constitution to secure better working relationships 	<p>The Centre for Governance & 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>PROGRESS RAG RATING: AMBER</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

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		<ul style="list-style-type: none"> • consider outcomes from the Independent Review (see ref 4) in relation to member learning and development. • agree a core offer of training that all Members must do. • agree an additional offer appropriate for Member learning and development. • agree a supplementary core offer of training that Members should do to undertake specific roles. • agree the most appropriate format and channel for delivery of training. • act as Champions for the offer back with their groups. 	<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>PROGRESS RAG RATING: GREEN</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 & Inclusion (EDI) steering group and an Engagement & 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

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			<p>2023- 26 will be published following consultation.</p> <p>PROGRESS RAG RATING: GREEN</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 & 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>PROGRESS RAG RATING: GREEN</p>

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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>

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			<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>PROGRESS RAG RATING: GREEN</p>