

## CABINET ITEM COVERING SHEET PROFORMA

**AGENDA ITEM**

**REPORT TO CABINET**

**19 MARCH 2009**

**REPORT OF CORPORATE  
MANAGEMENT TEAM**

### **CABINET DECISION**

**Cabinet Member for Corporate Management and Finance – Lead Cabinet Member –  
Councillor Terry Laing**

#### **EFFICIENCY, IMPROVEMENT & TRANSFORMATION PROGRAMME**

1. Summary

The report summarises the main elements of the Council's Year 1 Efficiency, Improvement & Transformation Programme; and includes identified areas of responsibility for implementation of the programme via both officer reviews reporting into either Select Committees/Executive Scrutiny Committee at key stages; or by reviews carried out by each of the Council's Select Committees.

2. Recommendations

1. The content of the Year 1 Efficiency Improvement & Transformation Programme be approved.
2. Cabinet note the proposed Scrutiny Work Programme for 2009/2010 submitted by the Scrutiny Liaison Form for consideration and approval at the next meeting of the Executive Scrutiny Committee on 24<sup>th</sup> March.

3. Reasons for the Recommendations/Decision(s)

To acquire Cabinets approval of the Efficiency, Improvement and Transformation Programme Year 1

4. Members' Interests

Members (including co-opted Members with voting rights) should consider whether they have a personal interest in the item as defined in the Council's code of conduct (**paragraph 8**) and, if so, declare the existence and nature of that interest in accordance with paragraph 9 of the code.

Where a Member regards him/herself as having a personal interest in the item, he/she must then consider whether that interest is one which a member of the public, with knowledge of the relevant facts, would reasonably regard as so significant that it is likely to prejudice the Member's judgement of the public interest (**paragraphs 10 and 11 of the code of conduct**).

A Member with a prejudicial interest in any matter must withdraw from the room where the meeting considering the business is being held -

- in a case where the Member is attending a meeting (including a meeting of a select committee) but only for the purpose of making representations, answering questions or giving evidence, provided the public are also allowed to attend the meeting for the same purpose whether under statutory right or otherwise, immediately after making representations, answering questions or giving evidence as the case may be;
- in any other case, whenever it becomes apparent that the business is being considered at the meeting;

and must not exercise executive functions in relation to the matter and not seek improperly to influence the decision about the matter (**paragraph 12 of the Code**).

**Further to the above, it should be noted that any Member attending a meeting of Cabinet, Select Committee etc; whether or not they are a Member of the Cabinet or Select Committee concerned, must declare any personal interest which they have in the business being considered at the meeting (unless the interest arises solely from the Member's membership of, or position of control or management on any other body to which the Member was appointed or nominated by the Council, or on any other body exercising functions of a public nature, when the interest only needs to be declared if and when the Member speaks on the matter), and if their interest is prejudicial, they must also leave the meeting room, subject to and in accordance with the provisions referred to above.**

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**SUMMARY**

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**RECOMMENDATIONS**

1. The content of the Year 1 Efficiency Improvement & Transformation Programme be approved.
2. Cabinet note the proposed Scrutiny Work Programme for 2009/2010 submitted by the Scrutiny Liaison Form for consideration and approval at the next meeting of the Executive Scrutiny Committee on 24<sup>th</sup> March.

**DETAIL**

**EFFICIENCY IMPROVEMENT AND TRANSFORMATION PROGRAMME**

1. At the meeting of Cabinet held on 19<sup>th</sup> February 2009, Members approved proposals to implement a three year programme of efficiency and improvement reviews across all of the Council's activities. This is a direct response to the need to refine current approaches to performance and financial management in the light of recent changes to the national economy and its impact on the Council's Medium Term Financial Plan.
2. The objectives of the Efficiency, Improvement and Transformation (EIT) Programme were:-
  - To improve services while reducing costs enabling the council to manage its Medium Term Financial Plan effectively
  - To improve resident satisfaction
  - To further develop the council's service focus, excellence, improvement and efficiency culture
  - To maximise the potential of partnership working to improve efficiency and delivery to residents and service users
  - To ensure the Council remains high performing and that the borough is seen as high performing in the new Comprehensive Area Assessment.
  - To develop service delivery models which will be effective in meeting the changing needs of our communities e.g. the needs of an aging population

3. The Efficiency and Improvement strands of the programme would be delivered through a whole Council review programme. Reviews would be carried out which encompassed every function whether delivered directly or through commissioned / contracted services. Some reviews would be of discreet services or groups of services such as a review of youth services; others would be of themes which affect a range of services / areas of the Council such as advice and information services.
4. Councillors would be involved in all EIT reviews. Cabinet Members would be involved in all reviews relating to their portfolio, opportunities would be made available by officers for Members to participate and receive reports at key stages of the review. Some reviews or elements of reviews would be carried out by Select Committees as part of the Scrutiny Work Programme and the usual scrutiny / tripartite arrangements will ensure participation by appropriate members.
5. Every aspect of the Council's work needed to be covered by the review programme, and following consideration of the most suitable topics for inclusion in Year 1 (which included suggestions received from Members and officers during seminars, drop ins and consultations), a proposed programme has been identified (**Appendix 1**).
6. Scrutiny Liaison Forum, at its meeting held on 26<sup>th</sup> February 2009, gave consideration to delivery of the Scrutiny Programme with a view to identifying EIT topics to be the subject of in depth scrutiny by the Council's Select Committees as part of their 2009/2010 Work Programme; the following priorities were proposed:-

Select Committee	EIT Scrutiny Review Topics
Corporate, Adult Services and Social Inclusion	Communication, Consultation and Engagement
Health	Fair Access to Care
Children and Young People	Child Placements and Residential Care
Regeneration and Transport	Commissioning and Provision of Public and Community Transport (incorporating bus subsidies and Dial a Ride)
Housing and Community Safety	Regulation and Enforcement
Environment	Commercial Trading Services
Arts, Leisure and Culture	Three Gateway Reviews

In addition Scrutiny Liaison Forum identified appropriate reviews to be conducted by Officers and subjected to Gateway Review by a Select Committee at key stages. The following reviews were proposed:

- Adult Day/ Residential Care;
- Highways, Lighting and Network Management (including road safety);
- Property and Facilities Management.

The remaining topics identified by Scrutiny Liaison Forum as Officer Reviews suitable for reporting into Executive Scrutiny Committee at Key Stages were proposed as follows:-

- Advice and Information Provision;
- Youth Services and Provision;
- Domestic Violence;
- Communication, Consultation and Engagement.

## **NEXT STEPS**

- 7 Cabinet are recommended to approve the EIT programme for year one as identified at Appendix1.
- 8 Cabinet are invited to note and comment on the priorities from the Scrutiny Liaison Forum which will be presented to Executive Scrutiny Committee on 24<sup>th</sup> March 2009 for consideration in setting of the work programme.
- 9 It is also intended that a regular progress overview report of the EIT programme will be submitted to Cabinet and Executive Scrutiny Committee.
- 10 In order to support Select Committees undertaking reviews as part of the EIT programme, there will be a need for specialised training for all Members on the framework for EIT reviews in order to equip them with the skills for this role.

## **FINANCIAL AND LEGAL IMPLICATIONS**

- 11 There will be staffing resource implications in order to provide the necessary support for reviews.

## **RISK ASSESSMENT**

- 12 The selection of appropriate topics for review can help to support identification and delivery of efficiencies and service improvement; the selection of inappropriate topics will lead to the waste of resources, officer and Member time.

## **CONSULTATION INCLUDING WARD/COUNCILLORS**

- 13 Further reports will be presented to Members following approval and commencement of the year 1 programme.

### **Director of Law and Democracy**

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Background Papers: None  
Ward(s) and Ward Councillors: Not Ward Specific  
Property Implications: None