



Leicester
City Council

CABINET

29th JANUARY 2001

**BEST VALUE
IMPLEMENTATION OF YEAR 1 REVIEWS**

REPORT OF THE ASSISTANT CHIEF EXECUTIVE – CORPORATE MANAGEMENT

SUMMARY

The report sets out the broad arrangements for the implementation of the year 1 reviews.

Cabinet are recommended to:

1. Note the arrangements for overseeing the implementation of year 1 and subsequent reviews to ensure that the detailed plans and expected outcomes are achieved.
2. Approve the proposed progress reporting arrangements to Members.
3. Commission the production of detailed implementation plans, with targets, resources and responsibilities clearly defined, as the first task of the lead officers responsible for implementation on completion of the review.
4. Commission regular reports to Cabinet and the Finance, Resources & Equal Opportunities Scrutiny Committee identifying financial savings made as a result of recommendations in each review.

1. REPORT

- 1.1** The existence of robust implementation plans for the reviews is a vital requirement of the Best Value Inspectorate. Indeed it is possible that follow up inspections/audits may be carried out after a period of time. It is equally important that the performance improvement outcomes expected from the implementation of the plans are also tracked. The plans can then be changed if necessary to ensure the outcomes do come to fruition.

1.2 Allocation of key responsibilities

The following table sets out the proposed responsibilities:

Review	Lead Officer	Member Monitoring Arrangements
Advice Services	Director of E&D	Strategic Planning & Regeneration
Arts & Entertainments	Director of Arts & Leisure	Arts, the Environment, Public Health & Leisure Scrutiny Ctte.
Communications & Promotions	Director of Arts & Leisure	Best Value Commission
Customer Care	The Town Clerk & Director of Resources	Best Value Commission
Procurement	The Town Clerk & Director of Resources	Best Value Commission
Services to Older People	The Director of Social Services	Social Services & Personal Health Scrutiny Ctte.
Sports	Director of Arts & Leisure	Arts, the Environment, Public Health & Leisure Scrutiny Ctte.
Monitoring & Review of Improvement plans	Internal Audit	Best Value Commission
Overall monitoring of the delivery of financial benefits	Chief Financial Officer	Cabinet and Finance, Resources and Equal Opportunities Scrutiny Ctte.
Coordination of reports on overall progress on implementation	Performance and Best Value Team	Cabinet and BV Commission

1.3 Monitoring of implementation

Many of the recommendations in the reviews require further work to identify more precisely what changes should be pursued. It is likely therefore to be some time before changes on the ground are made and the benefits start to flow through. In these circumstances it is easy to lose impetus and find that other pressures get priority. The progress on implementation of the reviews could then be held up or even stall. It is proposed therefore that a summary report on the progress of implementation be brought quarterly to Directors' Board, Cabinet and to the Best Value Commission for cross cutting reviews or the appropriate scrutiny committee for service reviews.

In order to assist Directors in their role of ensuring that the action plans are implemented and the outcomes achieved, it is intended to discuss with the Internal Audit Service the support they could provide. In essence their role would be to audit progress periodically and recommend any remedial action necessary. Clearly their support is dependent on it being possible to fit the work into the overall audit programme.

The Council's budget strategy anticipates the savings identified in the reviews being achieved within the stated timescales. It is therefore critical that the implementation

of these savings is tightly monitored and incorporated in budget targets and ultimately budget estimates. To enable this it is proposed that the Financial Strategy Unit in conjunction with Internal Audit carry out the monitoring, subject to discussion and other priorities.

The following information should form the template for reporting progress:

- Summary of action taken.
- Target and actual % complete by date of report.
- % of project implementation budget used.
- Proposed action to remedy any work overdue.
- Benefits delivered to date.
- Action planned in the next period.
- Any fundamental changes to plan.

Overall progress will be monitored and coordinated by the Performance & Best Value Team.

1.4 Resources for Implementation

The resources required for implementation will be defined along with the detailed planning. Although it is perhaps self evident great care must be taken to avoid work overload. This problem was commented on by one of the independent assessors employed on the reviews *“My concern is that as the results and recommendations of all the reviews roll out, they will create a log-jam of change, tasks, activities and serious resource implications which by year three may damage rather than improve service delivery”*

2 CONCLUSION

Successful implementation will require a concerted effort over an extended period. The above monitoring arrangements should ensure that any difficulties experienced in the implementation process can be reported and acted on accordingly in a timely way.

Austin Roberts
Head of Performance & Best Value
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