

# Agenda



## Overview and Scrutiny Management Committee

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Date: Thursday, 26 July 2018

Time: 10.00 am

Venue: Committee Room 1 - Civic Centre

To: Councillors J Guy (Chair), M Al-Nuaimi, C Evans, M Evans, C Ferris, J Hughes, L Lacey, M Spencer and K Thomas

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Item	Wards Affected
1	<u>Agenda yn Gymraeg / Agenda in Welsh</u> (Pages 3 - 4)
2	<u>Apologies</u>
3	<u>Declarations of Interest</u>
4	<u>Minutes of the Meeting held on 21 June 2018</u> (Pages 5 - 12)
5	<u>Budget Process and Public Engagement - Recommendations Monitoring</u> (Pages 13 - 34)
6	<u>Scrutiny Annual Report</u> (Pages 35 - 72)
7	<u>Conclusion of Committee Reports</u> Following the completion of the Committee reports, the Committee will be asked to formalise its conclusions, recommendations and comments on previous items for actioning.
8	<u>Scrutiny Adviser Reports</u> (Pages 73 - 82) <ul style="list-style-type: none"><li>a) Forward Work Programme Update (<b>Appendix 1</b>)</li><li>b) Actions Arising (<b>Appendix 2</b>)</li><li>c) Information Reports (<b>Appendix 3</b>)</li></ul>

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# Agenda

## Pwyllgor Rheoli Trosolwg a Chraffu

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Dyddiad: Dydd Iau, 26 Gorffennaf 2018

Amser: 10 y.b.

Lleoliad: Ystafell Bwyllgora 1 - Canolfan Ddinesig

Y Cyngorwyr: J Guy (Cadeirydd), M Al-Nuaimi, C Evans, M Evans, C Ferris, J Hughes, L Lacey, M Spencer and K Thomas

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### Eitem

#### Rhan 1

1. Agenda yn Gymraeg
2. Ymddiheuriadau am Absenoldeb
3. Datganiadau o Fuddiant
4. Cofnodion y Cyfarfod a 21 Mehefin 2018
5. Monitro Argymhellion y Gyllideb a'r Ymgysylltiad Cyhoeddus
6. Adroddiad Blynuddol Craffu
7. Adroddiadau Rheoli Craffu
  - a) Blaenraglen Waith (Atodiad 1)
  - b) Camau sy'n Codi (Atodiad 2)
  - c) Adroddiadau Gwybodaeth (Atodiad 3)

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# Minutes



## Overview and Scrutiny Management Committee

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Date: 21 June 2018

Time: 10.00 am

Present: Councillors J Guy (Chair), M Al-Nuaimi, C Evans, M Evans, C Ferris, M Spencer and K Thomas

In Attendance: Liz Blayney (Scrutiny and Governance Manager), Keir Duffin (Head of Regeneration, Investment and Housing), Sally Ann Jenkins (Head of Children & Young Peoples Services), Beverly Owen (Strategic Director (Place) and Mary Ryan (Corporate Safeguarding Manager)

Apologies: Councillors J Hughes and L Lacey

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### 1 Declaration of Interest

Councillor K Thomas declared an interest as a member of a Local Safeguarding Network in her work.

### 2 Minutes of the Meeting held on 26 April 2018

The minutes of the meeting held on 26 April 2018 were **approved** as a true and accurate record.

Regarding Corporate Safeguarding, it was noted that the discussion had by the Committee at the meeting in March had now been updated in the minutes for that meeting. However Councillors stated that this information should have been included within the report on the agenda for this meeting today.

On page 7, there was mention of a blanket ban of begging being implemented in Kettering, during the meeting the Monitoring Officer was unsure of the legality of this and asked for clarification. The Scrutiny and Governance Manager advised the Committee that the matter was being considered by the Council at its meeting in July.

Councillor C Evans queried the recording of him abstentions during the voting at the last meeting. He was advised that the minutes could only reflect the occasions where the Committee took a vote, and that a paragraph had been included to note Councillor C Evans's comments regarding not wanting to support any of the recommendations.

Regarding the City Centre PSPO item, the Committee acknowledged that the meeting had been a thorough and extensive exercise for the Committee, which had been captured and summarised in the minutes.

### 3 Corporate Safeguarding (2017 - 18) Executive Summary

Invitees:

- Sally Ann Jenkins (Head of Children and Young People)

- Mary Ryan (Corporate Safeguarding Manager)
- James Harris (Strategic Director – People)

The Head of Children and Young People briefly presented an overview of the report to the Committee. Members were reminded that the report had originally presented to the Committee in March 2018, however due to a miscommunication, the officers had not been in attendance. At this meeting, the Committee had raised a number of issues with the report, for which they had asked for answers to be provided when the report was considered next.

In response to these comments, the Officers had provided the Committee with a summary document, which focused on the red and amber measures within the Corporate and Team action plans, and provided a response to each of the issues raised by the Committee. The comments around the readability of the original document were noted by the Officers, and the Committee were assured that the report would be redrafted in future years to take into account the Committees comments. The Officers outlined that the original report emphasised the journey of how Safeguarding had been reported to the Members, but acknowledged that it the detail within the report had meant that the report was difficult to read. Now that this detail had been reported to the Committee, the next update to the Committee would be focusing on the actions being taken to meet the obligations around safeguarding.

The Officers reinforced that Safeguarding was not only a Social Services issue, but a Corporate responsibility. It was also noted that Safeguarding covered all vulnerable people, rather than only children.

The Corporate Safeguarding Manager then advised the Members that legalisation had changed recently, and that Safeguarding was now a statutory function for the Authority. The report provided the Committee with an overview of the requirements from Welsh Government placed on all Welsh Councils. The Committee were advised that there was additional information available on this on a local, regional and national level which could be provided to Members if further information was requested.

The Committee asked the following:

- How was the role of safeguarding champion defined and what was the purpose of this role? A register was held of who the Safeguarding Champions were in each service area. This role was not intended to replace the line manager's responsibility but rather to enable information, and processes to be disseminated throughout the organisation effectively. The time requirement for these Champions would be minimal, with meetings set at various points during the year, to inform them of any changes to processes / contacts. The purpose was to ensure there were people at every service area who could signpost any safeguarding issues to the right place/ person within Social Services.
- Members queried how the Champions role was different to that of Line Managers, who should be able to disseminate information through their teams. It was clarified that this was not intended to replace the role of the line manager, but to add additional resource within the Teams to have a person within each service area who was knowledgeable about safeguarding processed, and who could ensure that any safeguarding issues were directed in the appropriate way to be dealt with.
- How did the role of the Champion fit in with the Officers normal role in terms of the time it would require, and what was the measure of the outcomes? In response, the Officers acknowledged that it was important that extra pressure was not placed on these officers who were potentially already stretched. It would be a few hours commitment a year, comprising of a few meetings throughout the year to communicate any changes in practices. It was intended that these Champions would act as a contact within the service areas to disseminate information, for example

through team meetings, and to be a signpost for any safeguarding issues that arise to advise their team on who to contact to report it.

- It was recognised that this will be challenging, however as it was a statutory responsibility for the Council it was important that this process worked. The Corporate Safeguarding Team were able to oversee this process, and directly support the champions. It was also advised that it was not intended that this would require a large amount of time from these Champions, and would not add undue pressure to these Officers or affect their ability to undertake their normal job roles.
- Regarding the action plans and the traffic light reporting, Members commented that some of the red measures did not include explanations as to why they were red, and in some instances, they did not include details on how targets would be measured and achieved. It was suggested future updates should focus on the key concerns and issues that the team have, how to progress on the measures associated with these, and should also include accurate timescales on achieving progress, for which the Committee could measure progress against.
- The Officer advised that the team also look at green measures, if they could go into amber or red and they then discuss what can be done to ensure this does not happen.
- Members commended the Officers on the updated report, noting that the executive summary had made the report more manageable to read, and gave more of a snapshot of the current situation.
- The roles of key officers were unclear. In particular the Committee commented that the roles of the Cabinet Member and Strategic Director required further explanation on what the responsibility was for each of these.
- Concerns regarding the method of communications being used with the public being mainly focused on the website, and what the Council was doing to target vulnerable and hard to reach groups. It was suggested that other communication methods were explored, such as delivering leaflet, advertising in Newport Matters and disseminating through partner networks. The officer advised that partner networks were utilised to disseminate information where possible.
- It was noted that some of the items within the report related to schools, which presented an opportunity to work with the Education Achievement Service (EAS) and to encourage / guide all governing bodies to have safeguarding as a standing item on their agendas.
- Query regarding Welsh Government policy that incidents of bullying need to be reported, and whether this would be the same for incidents of racism. It was advised that racism had to be reported to the Welsh Assembly, however it was not known if this applied to all bullying. The Officer agreed to confirm and provide an update to Members. The Committee felt that this should be one of the range of categories that schools had to report on.
- Members queried an Amber measure on page 42; "At the end of quarter two (end of Sept 2017) 9.9% of Newport CC's workforce has completed NTF Group 1 learning – this includes e-learning and alternate face to face training." It was commented that it would be helpful for the Members to have the latest information. Members asked if the training for staff and Members was statutory and if so to ensure that it was undertaken. It was advised that the training had been provided as an e-learning module. It was noted that this training would need to be part of a rolling programme, recognising that things change and updates would need to reflect any changes.

- In response to queries from Members regarding trafficking, it was advised of a pilot of Multi Agency Safeguarding Hubs (MASH), which had been operating for 4 months.

The officer noted it was more difficult to get actions and protections once people reach 18 and older; however progress was being made reaching under 18's. The Police were working closely with Children Services, and were trying to promote more community awareness this issue.

- Members raised concerns regarding how the Council ensured the safeguarding of children placed out of county, it was advised that there are a clear set of processes in place to ensure that children placed out of county had regular contact with the Team, and regular visits by officers to these children. There were a number of statutory responsibilities for how often those children need to be seen which the Council were meeting, which included regular reviews. The Committee were advised that it was often the Corporate Safeguarding Manager who undertook these visits for children on out of County placements.
- Comment was made about who the leader officer was for Female Genital Mutilation (FGM) within the Health Services. The Officers agreed to confirm who the lead officers were for FGM and partners.

The Chair then thanks the officers for their attendance and the detailed answers provided to the Committee.

## **Conclusion**

The Committee agreed to forward comments to the Cabinet Member responsible for Safeguarding, and outline the following key points of the Committees consideration of the Annual report on Corporate Safeguarding:

### **Role of Cabinet Member within the report**

The role of the Cabinet Member needs to be made clearer within the report. The report presented to the Committee outlined the Cabinet Member's role was to receive the update on safeguarding. The Committee felt that this was not sufficient to cover the key role that the Cabinet Member has to ensure the effective delivery of the outcomes relating to safeguarding.

### **Safeguarding Champions**

The Committee has raised concerns with the Officers regarding the clarity of the role of the Safeguarding Champions, and have received assurances that the intention is to ensure that information can be disseminated throughout the organisation, and that each service area had a champion to signpost the correct process for dealing with any safeguarding issues that arise.

The Committee accepted these assurances, however wished to advise the Cabinet Member that it has concerns about how this role will work in practice, and how this role would be different to what the line managers could do in terms of disseminating information.

Members also felt that the role of the Cabinet Member, and the Strategic Director was unclear in terms of their role in ensuring Corporate Safeguarding and this should be clearly set out in the safeguarding report.

### **Strategy document vs annual action plan**



The information presented to the Committee in its initial meeting was a large document covering all of the background information, statutory obligations and partnership arrangements. Whilst the Committee acknowledged that this documentation is needed to give a full picture of the obligation placed on the authority, the reporting for safeguarding in future should be more strategic in its presentation. It should focus on the key actions linked to strategic priorities for Safeguarding, timescales, progress with actions, and mitigations in place where targets are not being met.

The Committee suggest that the style reporting format used for the Director of Social Services Annual Report is used in future for Safeguarding reporting to provide a more strategic snapshot of the current position regarding safeguarding.

### **Communication**

The Committee notes the online methods used to promote the information on safeguarding. It was suggested that other communication methods were explored, such as delivering leaflet, advertising in Newport Matters and disseminating through partner networks.

### **Collaboration with EAS**

The Council should investigate how it can utilise its collaborative working with EAS to promote safeguarding within schools, and to encourage all governing bodies to have safeguarding as a standing item on their agendas.

### **Training for Staff and Members**

The Committee asked for clarification on whether the training was statutory for staff and Members, and that it was promoted to maximise participation. Members asked that this information and information on attendance numbers of training sessions be provided as part of the next update.

### **Future reporting on Corporate Safeguarding**

Future reports should include:

- Sufficient information on the red and amber measures to enable the Committee to understand the Councils progress with these Measures, including the current situation, the progress being made, whether it is likely to be achieved and accurate timescales that can be measured against.
- Red and Amber measures should also include information on what actions the Officers, and the Cabinet Member, is taking to rectify the progress.
- The format of the initial report to the Committee was too large, and did not make it clear what the Council's strategic approach to safeguarding was. There were too many action plans for the different areas, which should be presented differently to summarise the key actions and make it clear what the Teams focus was. The number of actions presented should be reduced to focus on the key strategic actions.
- A table for any Acronym's used.
- Accurate timescales. The update presented had out of date timescales for dates that had passed.

#### 4 Economic Regeneration - Recommendations Monitoring

Invitees:

- Beverly Owen – Strategic Director – Place
- Keir Duffin – Head of Regeneration, Investment and Housing

The Strategic Director introduced the report and gave an update on the current progress with the implementation of the Economic Regeneration Strategy. It was advised that a review was undertaken by a Scrutiny Policy Review Group in April 2015 to consider a future Economic Regeneration Strategy for Newport. This final strategy was renamed Newport's Economic Growth Strategy. A six month progress report was submitted to Scrutiny in April 2017 and the following report details the progress up to the end of December 2017.

The Members asked the following questions:

- Members discussed the Destination Management Plan, and queried why there was no mention of the Convention Centre. Concerns were also raised about empty units in the city centre the lack of national chains in the city centre. It was advised that this would be taken on board and agreed that there more work to be done on the city centre. It was advised large projects take time to develop so updates were not always available.
- Members expressed concern about the number of fires that have taken place in numerous properties in the city and asked what safeguarding measures were in place in order to preserve these buildings. The officers advised the Councils enforcement powers regarding derelict buildings were limited to ensuring public safety. The issue with most of the derelict properties was often that they were privately owned. The Members were advised that where the condition of the building was a threat to public safety, the process was to contact the property owners and issue notices
- Some Members congratulated the Strategic Director for the 2015 Economic Growth Strategy. Comment was made that there was an action plan in the original report that was approved by Council however this was not included in the update to the Committee. It was felt that this action plan should form the focus on the Committees monitoring of this strategy, as it contained relevant measurable actions to implement the strategy effectively. Members asked that this be included in future reports.
- The Strategic Director agreed that the report needed clearer high level data to clearly demonstrate the actions. It was advised that Inward Investment identified Newport as the 2<sup>nd</sup> fastest growing city in the UK. The Council is working closely with Welsh Government to position Newport for key areas for investment. A Destination Development Group had been established, including business representatives from Newport and was being Chaired by Tiny Rebel. The Committee were also advised of the Partnership Marketing Strategy which was looking at developing the city marketing strategy and a new website with the Marketing Team.
- Members highlighted the issues and challenges for the Council around the City Centre Development, and capitalising on large events that bring people into the centre. The Officers advised of the impact of the Cardiff region city deal for Newport. Members queried the Scrutiny arrangements for the City Deal and how this was to be held to account in terms of value for money.
- The Committee discussed the Wellbeing Hubs and were pleased to see this rolled out into Ringland. Concerns were raised that the Council were not maximising assets and exploring how these resources could go back to the community. The Committee were assured that the team are working hard to find the best mechanism for sale of land and assets and to make sure full commercial value is taken from those properties. A

review was currently being undertaken into empty homes and the team hopes to bring back information to show the Committee how it is being dealt with.

- Concern was raised that people did not feel safe going in the city centre and the negative perception associated with antisocial behaviour in the city centre which many people considered to be intimidating. The Committee asked what the Council was doing to improve this. The Committee were advised that the Council was taking steps to address this issue, and that the police enforcement played an important role in addressing this.
- Members commented that the update provided a list of activities, rather than providing the Committee with any analysis of how effective these activities had been, whether they were good value and the impact for the city of these actions. The Strategic Director – Placed acknowledge these comments, and agreed that although this information was imbedded into the detail of the update, the challenges going forward could be made more clear.
- Members discussed the impact of big changes to the environment in Newport, such as the Convention Centre and the removal of the tolls on the Severn Bridge. Members raised concerns that this had not been evaluated within the update in terms of what opportunities and challenges these presented for Newport in the future.
- Members discussed the importance of increasing an environment within Newport that would promote investment.

The Chair thanked the officers for the report and attending.

## Conclusion

The Committee acknowledged that progress was being made in some areas, and noted the work being done by the team, particularly around inward investment opportunities, the Destination Development Group, City Marketing and the new marketing website.

The Committee **agreed** that the update needed to include additional information in future to enable the Committee to fully evaluate how effectively this strategy is being implemented:

- Commentary of the progress with the action plan and reference made to the action plan that had been included within the original strategy and how the actions contribute to the priorities.
- Clear high level data to link to the strategy and aims in the original document and figures to evidence of growth and direction of growth.
- An outline of what the key challenges are for the Council in this area and what actions the Council is taking to address them
- Commentary of the impact being made and some analysis of the data to establish progress. Key messaging picked NTE – significant problems – don't have the national operators / competition than other cities.
- Key projects not detailed in the report:
  - **Convention centre.** This presents a massive opportunity for the City and information should be included within the update. Future updates should cover on how have the Council is been making the most of these opportunities, how it is ensuring good value for money, and the impact for the city in developing these opportunities.
  - **Impact of City Deal.** Information on Newport's contribution, key projects and how they affect Newport.

The Committee agreed to forward these comments to the Cabinet Member for information, and to ask that this be provided by the Officers in the next update to the Committee.

The Committee **agreed** to monitor this as part of its work programme, and receive a further update in 12 months time.

## 5 **Draft Annual Forward Work Programme**

The Scrutiny Adviser introduced the Draft 2018-19 Annual Forward Work Programme to the Committee and advised that it was best practice and a cornerstone of good scrutiny for Members of a Scrutiny Committee to have ownership of their forward work programme and to be involved in developing, reviewing and updating it. The draft Annual Forward Work Programme had been produced following a review of the outcomes from the Committee's Work Programme the previous year.

The Adviser presented an overview of the suggested topics for the Committees discussion, which had been included within the draft Work Programme. Key work for the Committee included monitoring items that had previously been considered by the Committee including the Budget and Public Engagement Recommendations Monitoring for the next meeting in July.

### **Agreed:**

The Committee **approved** the draft Annual Forward Work Programme and the proposed schedule of meetings for 2018/19.

# Scrutiny Report

## Overview and Scrutiny Management Committee

### Part 1

Date: 26 July 2018

## Subject Budget Process and Public Engagement – Recommendations Monitoring

Author Scrutiny Adviser

The following people have been invited to attend for this item:

Invitee:	Area / Role / Subject	Page Numbers
Meirion Rushworth	Head of Finance – Budget Process	33 – 34
Rhys Cornwall	Head of People and Business Change – Public Engagement	23 - 32

## Section A – Committee Guidance and Recommendations

### 1 Recommendations to the Committee

The Committee is asked

1. Consider the implementation of the Recommendations (**Appendix 1**) made by the Committee regarding the Budget process (**Appendix 3**) and related Public Engagement (**Appendix 2**).
2. To decide if it wishes to make comment or further recommendations to the Cabinet.
3. Determine whether the Committee wish to receive further information related to Budget Process or Public Engagement.

### 2 Context

#### Background

- 2.1 In accordance with the constitution, the Cabinet is required to consult on the proposals before recommending an overall budget and required council tax to the Council for approval in March. Scrutiny Committees must be consulted as part of this process. The comments and recommendations made by the Performance Scrutiny Committee – Place and Corporate and People are then fed into the Overview and Scrutiny Management Committee.

- 2.2 The role of the Overview and Scrutiny Management Committee was to coordinate the comments from other Committees to ensure that there are no overlaps in what is being recommended and ensure that scrutiny as a whole provides a cohesive and consistent response to Cabinet. It also has overall responsibility for comments on the budget process, and public engagement, which it will be focusing on at its meeting.

### **Previous Consideration of this item**

- 2.3 Appendix 1 contains the recommendations made to the Council during the meeting on the 1<sup>st</sup> February 2018 ([available here](#)).

## **3 Information Submitted to the Committee**

- 3.1 The second appendix is the *Public Engagement* monitoring report. This report provides an update to the Committee on the current position regarding engagement. The report aims to inform the Committee on the plans to complete a review of the public engagement across the Council. This review will not just be limited to the Committee Recommendations relating to Budget process but the Recommendations the Committee made during the Review of the City Centre PSPO on the 26 April 2018 ([available here](#)).

The Review of Public Engagement report has a clearly identified scope, which encompasses; Reach, Communication/Feedback, New Methods, Our 'Offer and Good Practice. The report looks at setting out what the returning final review will contain.

- 3.2 The third appendix is the *Budget Process* monitoring report. This report aims to address the Recommendations made and inform the Committee about how the Recommendations have impacted on how the Finance department and future Budget setting processes.

The report is broken up into four sections; General, Strategic Approach, Information, and Contingency and Achievability. The General section introduces the key objectives of the Budget process and informs the Committee of the current situation facing the Council regarding budget setting and the requirements of the Future Generations Act.

Strategic development explained the approach taken by the Council in setting the Budget and the ties Budget setting has with the Corporate Plan. The report introduces four strategic groups that have been created to identify and deliver the four key themes of the Corporate Plan. These four groups will become instrumental in the identification of future budget saving opportunities.

The third section, Information, details how the Finance Department are reviewing how savings are depicted in business cases to the public. It also explained how Service Areas are responsible for the business cases and how the Business Improvement Team provided quality assurance and consistency. The report explained the Business Improvement Team's work had been refocused and would no longer provide the service. The Finance Department are looking for alternatives, like peer review.

The fourth and last, Contingency and Achievability, sets out the Councils current general contingency fund of £1.5 million and £2.2 million for out of county educational and children's placements. As well as reporting on how the Council has a good track record of delivering savings, which ultimately falls to the Heads of Service and is overseen by the Cabinet Members and senior staff.

## 4. Suggested Areas of Focus

### Role of the Committee

The role of the Committee in considering the report is to:

#### Public Engagement

- Establish whether the report adequately addresses the Committees Recommendations;
  - What progress has been made towards the recommendations?
  - What actions are in place to continue progress over the next twelve months?
- Question the relevant Officers on any areas the Members feel requires additional explaining or information.
- Decide if the Committee wishes to comment or advise the Officers on specific areas and focal points for the overall review of Public Engagement.

#### Budget Process

- Establish whether the report adequately addresses the Committees Recommendations;
  - What progress has been made towards the recommendations?
  - What actions are in place to continue progress over the next twelve months?
- Question the relevant Officers on any areas the Members feel requires additional explaining or information.
- Analyse if the Budget process requires further scrutiny, and if so in what manner.
- Decide if the Committee wish to issue a comment or recommendation to the Cabinet Member on the implementation of the recommendations.

## Section B – Supporting Information

### 5 Supporting Information

#### Outcomes Monitoring Process

- 5.1 Once a scrutiny review is completed, it is important for the Committee to ensure that the recommendations are followed up and the outcomes reported back. This report is being presented as part of this monitoring process.
- 5.2 The following process is in place for recommendations / outcomes monitoring activity:

- Recommendations made by Committee and presented to Cabinet / Cabinet Member.
- Recommendations monitoring report prepared and presented to next Chair's briefing after the Cabinet / CM decision.
- Chair considers the draft report and determines the next steps from the following options:

**Satisfied with Response:**

- Propose no further action / no action at present but request a report back (within a specified timescale).
- Electronic copy of the report forwarded to the Committee for information.
- If any Committee Member objects to the proposed action, they have 5 working days to raise this with the Chair.

**Unsatisfied with Response:**

- Propose the report is presented to Committee meeting / request attendance by CM to discuss.
- RM report finalised and presented to the Committee in the normal way.
- Committee determines any further monitoring, including the timescale.
- In either case, if a further report is requested the process starts again e.g. draft report to Chair's briefing to consider progress and determine next steps.

## 6 Links to Council Policies and Priorities

- Both the Public Engagement and Budget Process have intrinsic links to all of the Councils policies and priorities, these links should be highlighted by the Officers in the reports or through questioning at the Meeting:

<b>Well-being Objectives</b>	Promote economic growth and regeneration whilst protecting the environment	Improve skills, educational outcomes & employment opportunities	Enable people to be healthy, independent & resilient	Build cohesive & sustainable communities
<b>Corporate Plan Commitments</b>	Thriving City	Aspirational People		Resilient Communities
<b>Supporting Function</b>	Modernised Council			

## 7 Wellbeing of Future Generation (Wales) Act

### 7.1 General questions

- How is this area / policy affected by the new legislation?
- How will this decision / policy / proposal impact upon future generations? What is the long term impact?
- What evidence is provided to demonstrate WFGA has been / is being considered?



- Evidence from Community Profiles / other data?
- (When published:) Evidence of links to Wellbeing Assessment / Objectives / Plan?

## 7.2 Wellbeing Goals

- How are the Wellbeing goals reflected in the policy / proposal / action?
  - *A prosperous Wales*
  - *A resilient Wales*
  - *A healthier Wales*
  - *A more equal Wales*
  - *A Wales of cohesive communities*
  - *A Wales of vibrant culture and thriving Welsh language*
  - *A globally responsible Wales*

## 7.3 Sustainable Development Principles

- Does the report / proposal demonstrate how as an authority we are working in accordance with the sustainable development principles from the act when planning services?
  - **Long Term**  
*The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs*
  - **Prevention**  
*How acting to prevent problems occurring or getting worse may help public bodies meet their objectives*
  - **Integration**  
*Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies*
  - **Collaboration**  
*Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives*
  - **Involvement**  
*The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.*

## 8. Background Papers

- [The Essentials - Wellbeing of Future Generation Act \(Wales\)](#)
- [Corporate Plan](#)
- [National Participation Standards for Wales](#)

Report Completed: July 2018

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## **Budget Process Recommendations**

### **Long Term Strategic Planning**

The Committee recommends that the Council puts in place a long term strategic approach to budgeting, and highlights the importance of the bringing the medium and long term financial planning in line with the Corporate Plan and demands from government legislation.

Within this strategic approach, it is **recommended** that the Council should set out:

- How the strategic budget plan would support the Council in meeting the statutory obligations under the Wellbeing of Future Generations (Wales) Act;
- How the strategic budget plan will accomplish the aims and objectives set out in the Corporate Plan;
- The financial planning should take into account new and existing partnerships and how the Council will work collaboratively;
- How the stakeholders, communities and citizens in Newport are engaged throughout the process.

### **Reviewing what information is presented to the public**

In considering the specific proposals, both of the Performance Scrutiny Committees raised the issue of insufficient information within the business cases that were published for public consultation.

The Overview and Scrutiny Management Committee **recommends** that in future years, a robust process be put in place to ensure that the business cases contain more consistent information to reflect how the savings would be made, and contain all of the information that a member of the public would need to fully understand the impact of the proposal.

### **Contingency planning**

The Committee discussed contingency planning with the Officers and were informed of a £1 million pound contingency within the budget, to account for any unforeseen budget pressures during the year. Members commented that it was difficult to assess whether this amount was sufficient, as it was not clear how this this million pound each year is calculated.

The Committee **suggests** that the Cabinet ensure that a robust contingency plan is in place for the medium to long term, to review regularly whether this amount is sufficient in the short to medium term.

### **Achievability**

The Committee commented on the need to ensure that savings are achievable at this stage of the process, to ensure that it does not have a negative impact on the Councils ability to deliver within its budget next year. The achievability of annual savings needs to be better evidenced in the proposals and the impact outlined if the savings are not made. The Officers assured the Committee that the savings had been delivered at 90% within this year's budget, and that this was not an area of concern.

Whilst acknowledging these assurances, the Committee comments that there is a risk for the Council if these proposals are not achieved. The Performance Scrutiny Committees have commented that the information within the business cases were often insufficient to fully

understand how some of the proposals were to be achieved.

The Committee **recommends** that this risk should be closely monitored if these decisions are taken and implemented, to mitigate this risk of unachieved savings impacting on next year's budget.

## **Public Engagement**

### **Public Engagement Process**

The Committee discussed how the public consultation should be an all year round process rather than limited to the statutory consultation in the December / January period on proposals that have already been fully developed. By allowing the consultation to be held all year, citizens would be able to contribute to all stages of the development and implementation of the savings.

Performance Scrutiny Committee's recommendations highlight for that several of the business cases, the people who would be directly affected by the proposed savings were not consistently and adequately consulted upon prior to the proposals being developed.

The Committee **recommends** that in future years, the Council;

- Ensures that in depth consultations are held with those most affected by the proposals are completed prior to the proposals being fully developed and published in December / January. Work to identify effected groups should be done at the earliest possible opportunity to ensure those effected can be included in the development when a proposal is being considered.
- Develops the plan for public engagement on savings part of a wider strategic budget plan, to think more long term and strategically about how the public can be involved.
- Works towards making consultation on the budget proposals more meaningful through making it an ongoing, yearlong process rather than consulting at the end of the process when the proposals have been developed.

The Committee **recommends** that more is done to consult with the employees working in the areas that the savings are made. Utilising their knowledge and expertise in these areas could assist with identifying and potentially minimising any impact / risk within the proposals.

### **Feedback to consultees**

The Committee **recommends** that mechanisms to provide feedback to the participants in the consultation be developed and implemented.

The Members felt that it was important that the information was provided in a number of different mediums to ensure it was available and accessible to all. The information should inform the consultees how the proposals had been informed by the information gathered during the consultation.

It is suggested that this could be achieved through holding a public forum at the end of the consultation period, and invite stakeholders and consultees to attend. A detailed press

release could also be used as a feedback tool, providing it summarised how the results of the consultation had been used.

The Committee were advised that the results of the consultation would be reported to the Cabinet. It is **recommended** that this report is made public, and provided enough information for the Cabinet to analyse and inform the decision on the proposals.

### **Public Accessibility**

The proposals were not easily accessible to members of the public in this year's budget consultation. The Committee commented that the information was not presented in the most effective way to encourage public participation:

- The online presence of the consultation - The Committee stated that it was difficult to find the proposals, and the form was onerous to use. The form could be simplified and better signposting to the consultation on the website.
- Newport Matters advertisement for the consultation was small and easily missed. Members felt that this could have been more effectively utilised and was important element in encouraging participation as it went to every household in Newport.

The Committee **recommends** that this is looked at for next year's budget round and that this made easier for the public to access the information and comment on the proposals.

### **Strategic Planning of Public Engagement**

The Committee felt that the Council is not moving up '*the hierarchy of engagement methods*' of citizen involvement and this year's budget consultation process was still at the inform / consult stage. (*Discussed by the Overview and Scrutiny Management Committee at its meeting on 28 September 2017 report ['Budget Consultation and Engagement'](#).*)

The Committee **recommends** that as part of the medium and long term planning, the Council should outline how it plans to develop citizen engagement and move from the inform/ consult stages, more towards involvement and collaboration models.

### **Developing How the Council Engages**

Different ways of presenting the consultation was discussed and how a '*budget simulator*' had been used in another Local Authority, and explored as an option within Newport. This involved asking the public to effectively look at options for balancing a budget – to prioritise and select one area / proposal over another.

The Committee **recommends** that alternative methods of engaging with the public are explored for next year and whether more could be done to increase the range of demographics who respond to the consultation.

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# Report

## Overview and Scrutiny Management Committee

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### Part 1

Date: 26 July 2018

**Subject** Review of public engagement

**Purpose** To update the Overview and Scrutiny Management Committee on the current position with regards to engagement and outline the in-depth review of engagement across the Council, which is underway.

**Author** Policy Partnership & Involvement Manager

**Ward** Newport wide

**Summary** This report explains current engagement arrangements, emerging issues and addresses the key points raised by the Overview and Scrutiny Management Committee, particularly in relation to budget engagement. It also outlines an ongoing review which will focus on how engagement can be improved in terms of reach, methods, communication and good practice. This review will also consider the issues raised by the committee in greater depth and it is proposed to report back to the Scrutiny meeting on 15<sup>th</sup> November.

**Proposal** The Overview and Scrutiny Management Committee is requested to receive the following report as an update before the engagement review is completed and reported to their November meeting

**Action by** Head of People and Business Change

**Timetable** The engagement review is currently underway and will report back to the Overview and Scrutiny Management Committee in November 2018

This report was prepared after consultation with:

- Head of People and Business Change
- Senior Partnership Officer (engagement)
- Overview and Scrutiny Officer
- Head of Finance

**Signed**

# Background

## 1.0 Introduction

The Overview and Scrutiny Management Committee have asked that the Council report back on any work being done to address / implement their recommendations from their consideration of this year's Public Engagement related to the Budget process (made at their meeting on 1 Feb).

As such, it requested that the Committee be provided with this update at their meeting on **Thursday 26 July**.

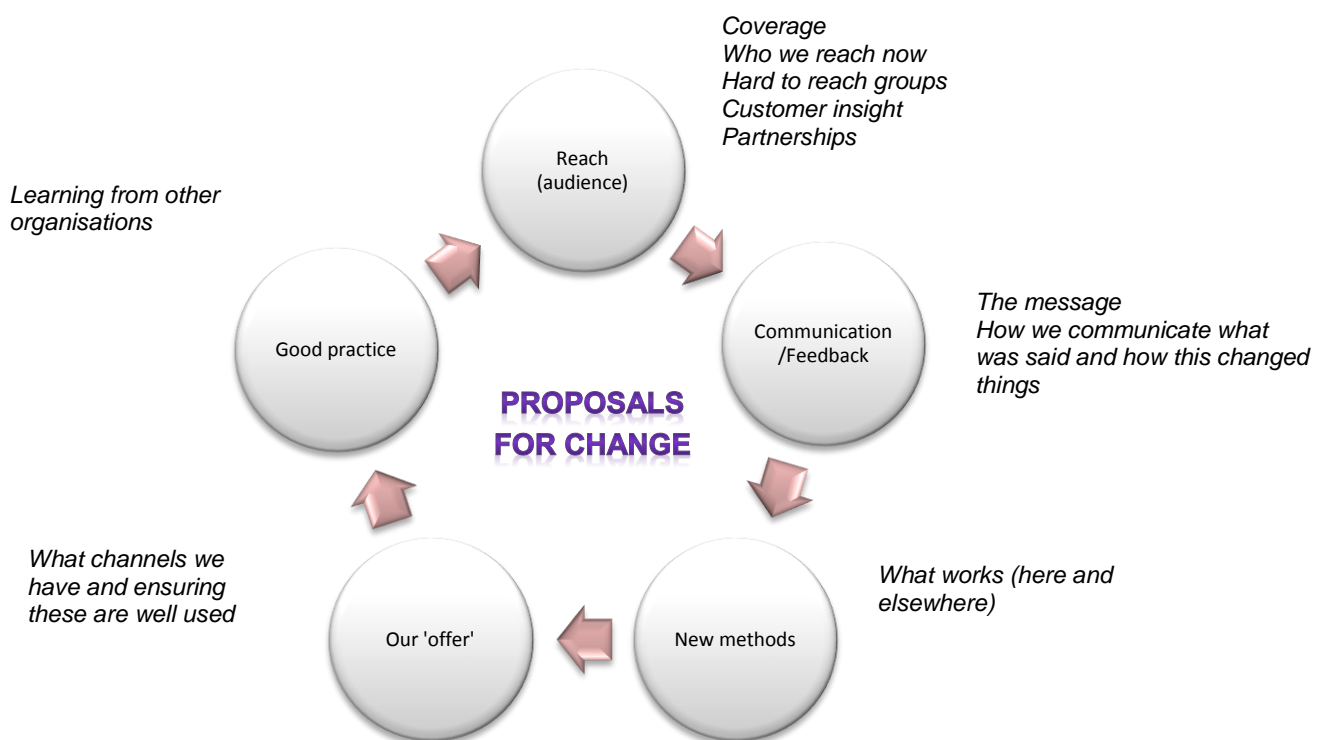
The purpose of this report is to update the Committee on the Council's planning and preparations for public engagement during the budget setting process for the next financial year, and how the concerns raised by the Committee are being addressed. These are summarised as:

- What actions the Council are undertaking to address concerns about the Public Engagement process in the budget for 2019/20
- What steps the Council are making in the development of a strategic approach to Public Engagement,
- Process for ensuring robust information is presented next year as part of the public consultation (including the consistency of information within the business cases)
- How to ensure that feedback is made available to consultees,
- And the medium the Consultations are available, through to ensure increased ease of access to the public in the future.

## 2.0 Engagement Review

Following Scrutiny's feedback on budget engagement and other issues around response rates reported for other engagement exercises is a wider engagement review is underway.

**The scope of this review considers:**





It is suggested that this review would provide a more in-depth response to the issues raised by the Overview and Scrutiny Management Committee and could be reported to their meeting on November 15<sup>th</sup>.

The engagement review will look at the elements shown in the diagram above and would also consider compliance with statutory duties e.g. The Wellbeing of Future Generations Act 2015 and good practice framework such as the National Participation Standards for Wales (see appendix 2).

The review will be undertaken by a team of representatives from corporate services and will consult with the One Newport Engagement Group (a multi-agency advisory and coordination group).

**2.1 Reach** – Across the Council consultation and engagement work already reaches many thousands of Newport residents covering a wide geographical and demographic spread. The Council is now achieving 8,000 – 9,000 responses a month using electronic surveys through the free wifi on Newport Transport buses. This is a step change in engagement and allows us to reach more people in a month than we might over more than a year using traditional methods. Our citizens panel is a reliable way of reaching an older audience and asking longer, more in depth survey questions. We are also making good use of electronic surveys shared through social media and can reach thousands of respondents with the Council's social media following exceeding 20,000 people. It is probably fair to say that electronic methods are now the primary means of engaging with residents, however this presents an issue in itself in terms of digital inclusion.

Given the fairly recent adoption of electronic engagement methods we now need to review our reach and respondents in terms of coverage and representativeness. We are mindful that there remain 'hard to reach' groups who are less likely to respond to engagement exercises. There are of course, face to face engagement opportunities and although these are vital they tend to involve lower numbers of people and suit more qualitative methods e.g. focus groups and question and answer sessions.

We are aware that service areas sometimes plan and run their own engagement exercises without corporate awareness and support, whilst they are entitled to do this the quality and effectiveness is sometimes questionable e.g. low response rates, limited demographic coverage and problems with methodology. To address this the Partnership, Policy and Involvement Team have briefed the senior managers outlining corporate engagement resources, support, access to networks etc that are on offer to our service areas. Appendix 1 shows the paper prepared for senior managers.

**2.2 Communication and feedback** – Communication links closely with reach and response but also relates to raising awareness of when we are consulting, providing clear and understandable information on what is being proposed, providing meaningful options and then giving feedback on how citizens views have been considered.

One of the National Participation Standards for Wales (see Appendix 2) covers the importance of providing feedback and demonstrating that engagement is meaningful and is considered by decision makers. In terms of budget engagement cabinet receives a detailed report on the responses received before considering its final budget proposal. Once agreed by Council the final budget is reported in Newport Matters however it is likely that the review of engagement will conclude that more work is needed on the 'feedback loop' so that respondents feel that they are able to influence decision making and the Council is accountable.

In terms of clearly communicating budget proposals, when completing the consultation respondents are asked how well they thought the proposal was explained. It was noted that some proposals were regarded as less clear than others. It is proposed that for the 2019/20 budget consultation more stringent clear communication standards are applied and that proposals which are indicated to be unclear are immediately revised.

The Partnership, Policy and Involvement team has recently started to monitor the proportion of people who think they “can influence decisions affecting their local area” and which consultation and engagement activities they access (e.g. Citizens Panel, online surveys, public consultation events etc). This will help to assess the level of engagement and views as to how meaningful they think engagement actually is. The results will inform the engagement review and will be reported to the committee in November.

The committee’s concerns about the difficulty in finding and accessing the budget consultation on the Council website are noted and will be addressed when planning the 2019/20 consultation work.

**2.3 New methods** – As has been mentioned above we have recently invested in technology that allows us to survey users of the free bus wifi (before they are able to login/connect). The massively enhanced reach that this now gives us demonstrates the potential of electronic engagement methods, however we have not fully evaluated what other new methods are available and are being effectively used by other organisations, this will be within the scope of the engagement review.

New methods should not be limited to online and electronic approaches and could include innovative face to face methods. For instance we have recently appointed a new provider to run Newport Youth Council and they have experience in the use of creative media e.g. film making to encourage young people to become involved in decision making.

Using a budget simulation, as used by other local authorities has been suggested. Such a simulator was actually used in Newport in 2014 with limited success. We note that the LGA who developed the simulator has now stopped supporting it. The review of engagement will evaluate their use in other authorities, but our own experience is that they are a simplification of very complicated funding decisions and priorities and their main use is to demonstrate the difficulty in setting a balanced budget and the financial constraints.

**2.4 Our ‘offer’** – As outlined above we already have a range of methods and approaches to support engagement across the Council. Some of these are outlined in the following table. The Policy, Partnership and Involvement team will lead a review of these methods to identify strengths, weaknesses and opportunities. We also are developing links with partner organisations through an Engagement Group to coordinate engagement activities and share best practice and resources. This group includes the main statutory partners and third sector engagement specialists e.g. GAVO Engage project. The Engagement Group will contribute to the review and will act as a critical friend.

Engagement methods	Reach	Comments
Budget Consultation	All ages can respond including children and young people	Responses are often clustered around specific proposals which affect them personally. Rather than a more objective and holistic viewpoint.
Citizens Panel	Response rates are currently around 300-400. Ages from 16+ can take part, however in practice active members tend to be 45+ age ranges with few young people	Well established and used by services. Recent steps taken to recruit additional members. Service Areas to be reminded of this and other corporate engagement resources.
Bus Wifi Surveys	Around 7000-8000 respondents. Can be used every month. Age range is younger than citizens panel and reaches a high number below 25.	A new method which has proven ground breaking in terms of reach. However surveys must be kept short and not in-depth.

Schools Wellbeing Survey	Runs every 3 years and focusses on pupil wellbeing. Response rates between 500-1500.	Will be run again in 2019.
Newport Youth Council	Young people aged 11-25. Currently around 15 members	Aims to involve young people in influencing decision making and giving them a voice in public life.
Social media online surveys (using SNAP)	Reach is large with more than 20,000 NCC social media followers.	Increasingly used to share information, news, surveys and events
Consultation on major strategies e.g. Wellbeing Plan, Local Development Plan	Depends on the focus of the strategy. The recent Wellbeing Assessment/Plan involved widespread engagement and achieved diverse response rate.	Service Area to be reminded of corporate resources and support available for this type of consultation and engagement.
Pupil Participation and Learning Network	Primary school network aimed at empowering young people and developing the 'pupil voice'	Strong work at school level although limited to 8 schools at present
Specific engagement events e.g. Families Love Newport, budget Q&A sessions. 'Kids take over Libraries' event.	Can be targeted to clients groups or open-access. Can use council venues e.g. the Market, Info Station, libraries, summer events.	Working to better coordinate events through multi-agency Engagement Group and to make use of existing events wherever possible, rather than run additional events

**2.5 Good Practice** – As the Overview and Scrutiny Management Committee noted there are a range of alternative methods of engaging with the public that are used by other organisations in the public sector and also the business and the third sector. The engagement review will consider new methods and good practice and evaluate their suitability for Newport. It should be noted that improving engagement can be as much about changing culture and working practices, as well as adopting and investing in new methods and tools. This is particularly the case when moving towards more empowering/involving/collaborative approaches as shown in the following diagram 'hierarchy of engagement methods'. The Committee requested that the Council should outline how it plans to move up the hierarchy of engagement, and this will be within the scope of the engagement review.

Such a move towards citizen empowerment and involvement is implicit in the Wellbeing of Future Generations Act, however this is about engagement in its widest sense and will require significant culture shift over several years. It is also not something that can be achieved 'across the board' and suits certain services and projects more than others. It is likely that the People and Culture Strategy will play a critical role in supporting this shift and linking citizen empowerment with the medium term financial plan and change programme. Furthermore strengthening community resilience is a key aim of the Council's Corporate Plan and the Wellbeing Plan (Public Services Board) and will require improved citizen empowerment and involvement. These plans will provide a strategic framework for the move up the hierarchy of engagement, and will allow elected members to monitor progress towards this end.

## The Hierarchy of Engagement Methods

### 5. Empower

- to place final decision making in the hands of the stakeholders

### 4. Collaborate

- to partner with stakeholders in each aspect of the decision including the development of alternatives and the identification of the preferred solution

### 3. Involve

- to work directly with stakeholders throughout the process to ensure that concerns and views are consistently understood and considered

### 2. Consult

- to obtain stakeholders feedback on analysis, alternatives or decisions

### 1. Inform

- to provide stakeholders with balanced and objective information to assist them in understanding the problem, alternatives or solutions

### 3.0 Budget awareness and engagement survey

It should be recognised that the effectiveness of engagement cannot be measured solely in terms of numbers of responses. For instance, during the 2018/19 budget we asked a large sample of residents (6,300 bus wifi users) whether they knew about the budget consultation and if they intended to take part. Around 40% already knew that the Council was consulting with residents (this means an additional 3,800 were made aware through the survey). Almost half of the respondents said that they did not intend on taking part in the budget consultation. This finding, is on the one hand, encouraging in that if our reach is improved we might achieve a larger response rate (27% said they would respond now they knew about the consultation), but it also suggests that a large proportion would not respond in any case. Further review work could look at the reasons for this e.g. apathy, a view that the proposals are not relevant, tacit approval, accepting the Council's democratic mandate for decision making etc.

Key points from the survey are:

- Around 6,300 responses were received from a wide demographic range, with significant responses from the younger 18-44 age range (who are often less represented than older adults).
- 40% said they were aware that the Council was consulting on its budget for 2018-19.
- 55% said they either had already responded or planned to respond, and 45% said they did not intend to respond.
- For those not intending to respond the figure for young people under 25 was only marginally higher than for older adults (47% compared to 43%).

### 4.0 Year-round engagement processes

The Committee recommended moving to a year-round budget consultation and engagement process, rather than what was perceived as a condensed period during Christmas/New Year. As indicated in this report consultation and engagement is already a year-round process and the intention is to gather insight and intelligence which can be used as widely as possible to inform service development and strategy.

For instance the Wellbeing Assessment (revised every 2 years) involved extensive public engagement and then informs key strategies like the Corporate Plan which ultimately inform service planning and business change decisions. There are also good examples of where public engagement is used to inform the planning of projects which contribute to improving wellbeing e.g. a recent example is the St Paul's Walk project where the public have been consulted on the design and future uses of the site and young people are working on an art project to prevent vandalism

Whilst further work remains to be done on co-production and involvement of service users in the development of change proposals, it should also be recognised that this type of engagement already takes place, and is supported by officers from People & Business Change. However there is a balance that needs to be struck between communication, engagement, openness and avoiding unnecessarily alarming service users and staff.

Consideration will be given to extending the formal budget consultation period and beginning consultation earlier, however the timings are tied in with the release of Welsh Government funding settlement figures.

## Appendix 1

# Consultation and Engagement Support

### **PARTNERSHIP, POLICY & INVOLVEMENT TEAM**

The Policy, Partnership & Involvement Team can facilitate and support both Newport City Council and external partners to consult & engage on a wide range of topics. This offer includes a number of different options depending on who you want to consult with and how.

The different options available as part of this offer is as follows:

### **Involve Newport Citizens Panel**

Involve Newport is the name for a panel of Newport residents who receive regular bilingual surveys with the aim to represent the views and opinions of the people within the city. The panel was established by the Council in 2002 and is now used jointly with its partners through the One Newport Public Services Board (PSB) and its wider partnership. Partners are able to include any questions in the panel surveys by contacting the team.

The panel provides a platform through which residents' views on local services can be accurately gauged. It also gives us the opportunity to understand why people's views are changing and provide opportunities for more focussed research about specific services.

The panel currently has around 700 members and anyone living in Newport has the opportunity to join, including young people. Members receive around four surveys each year during Spring, Summer, Autumn & Winter and are asked for their opinions and suggestions on current services affecting the city and its residents. Typically there are between 200-300 responses received from each survey circulated.

The results from each survey are collated into a report along with the raw data and any source spreadsheets, which are available to whoever made the request.

### **Bus Wi-Fi Survey**

Newport City Council and Newport Transport provide funding that allows the public access to free Wi-Fi on Newport Transport buses. As part of this contract we have the opportunity to include a short survey that members of the public have to complete in order to access this Wi-Fi (this only needs to be completed once for the period of time each survey runs).

The Team works with the company running the system to include a set of questions for an agreed period of time. This short survey can accommodate up to 5 option based questions (single or multiple responses) alongside their age and gender. Open ended questions are not usually included unless there is a valid reason.

We have run each survey for about a month and we have received between 8,000 and 9,000 responses for each survey including approximately half from people aged 25 or under. The topics areas consulted on have included safety in Newport, perception of Newport, city centre events and budget consultation awareness.

The results from each survey are collated into a excel spreadsheet that includes the raw data, overall tables and graphs along with a breakdown and comparison by age if relevant (25 or under and over 25), which are then available to whoever made the request.

### **Online Surveys**

The Team can provide staff the option to set up and host more detailed online bilingual surveys (internal and external) in SNAP.

This support includes offering advice on the questionnaire itself including the questions being asked and the wording. Once a questionnaire has been set up we contact SRS for them to create an online link, which can be used by staff and/or the public.

The completed online surveys are imported into SNAP and results are available to whoever made the request. The results can be given as raw data only, basic figures & free text comments or displayed as tables & graphs. Regular updates on the numbers of surveys completed can also be provided.

Examples of online surveys developed have included consultations on the Council’s budget proposals, the Public Services Board’s Well-being Assessment & Plan, Customer Services and a number of Education surveys. We can also support the publicising of these surveys across our partnership networks and on social media.

Printable versions of the surveys are also provided as and when required.

## Youth Council

The Youth Council’s membership includes young people aged between 11-25 years old and provides opportunities for these individuals to get their voice heard and influence decisions on the things they care about in Newport.

The Team provide an opportunity for anyone carrying out consultations a chance to engage with the Youth Council to obtain the views of young people. They may also be able to promote this among their peers and/or assist with any consultation process.

## Advice and support for consultation and engagement

The Partnership, Policy and Involvement team can provide informal advice and support for services, including partner organisations, on public consultation and engagement. For example this could be on engagement methods, best practice, use of partner’s networks and how to access ‘hard to reach’ groups. The team also runs an Engagement Group to share information and resources, coordinate activities and increase levels of participation in decision making.

Table 1: Consultation and engagement options and support offered

	Short / Simple surveys	Long / in-depth surveys	Provide advice and support on use	
<b>Involve Newport Citizens Panel</b>	✓	✓	✓	
<b>Bus Wi-Fi Survey</b>	✓	x	✓	
<b>Online public surveys</b>	✓	✓	✓	

## Appendix 2

# National Participation Standards for Wales

[Full resolution image of standards available here](#)

	This means:	We will:
<p><b>1</b></p> <p>Gwybodaeth Information</p>	<ul style="list-style-type: none"> <li>You have the right to information that is easy to understand and allows you to make an informed decision.</li> </ul>	<ul style="list-style-type: none"> <li>Provide information that is good quality, clear and accessible.</li> <li>Inform you about who's going to listen and let you know what difference your involvement could make.</li> </ul>
<p><b>2</b></p> <p>Chi biau'r dewis It's your choice</p>	<ul style="list-style-type: none"> <li>You have the right to choose to be involved and work on things that are important to you.</li> </ul>	<ul style="list-style-type: none"> <li>Give you enough support and time to choose if you want to get involved.</li> </ul>
<p><b>3</b></p> <p>Dim gwahaniaethu No discrimination</p>	<ul style="list-style-type: none"> <li>Children and young people are all different and have the right to be treated fairly.</li> </ul>	<ul style="list-style-type: none"> <li>Challenge discrimination.</li> <li>Provide a range of opportunities and support to meet the needs of children and young people.</li> </ul>
<p><b>4</b></p> <p>Parch Respect</p>	<ul style="list-style-type: none"> <li>You have the right to have a say. Your opinions are important and will be respected.</li> </ul>	<ul style="list-style-type: none"> <li>Listen to your views, experiences and ideas and take you seriously.</li> <li>Work with you on things you say are important.</li> <li>Value what you have to offer.</li> </ul>
<p><b>5</b></p> <p>Bod ar eich ennill You get something out of it</p>	<ul style="list-style-type: none"> <li>You have the right to learn and be the best you can be.</li> <li>You will have opportunities to work with others and make a difference.</li> <li>We want you to be involved in positive experiences.</li> </ul>	<ul style="list-style-type: none"> <li>Work with you in safe, fun and enjoyable ways.</li> <li>Make the most of what you know and do things that build your confidence and skills.</li> </ul>
<p><b>6</b></p> <p>Adborth Feedback</p>	<ul style="list-style-type: none"> <li>You have the right to know what differences you have made and how your ideas have been listened to.</li> </ul>	<ul style="list-style-type: none"> <li>Always ensure you have feedback in an agreed time.</li> <li>Tell you how your ideas have been used and why.</li> <li>Tell you what happens next.</li> </ul>
<p><b>7</b></p> <p>Gweithio'n well drosoch chi Working better for you</p>	<ul style="list-style-type: none"> <li>Those who make decisions that affect children and young people should put children's rights at the centre of everything they do.</li> </ul>	<ul style="list-style-type: none"> <li>Work with you and learn how we can do things better.</li> <li>Ensure your views make a difference to the way we make plans and decisions.</li> </ul>



## BUDGET PROCESS

### **General**

Any budget process is required to meet a number of key objectives, in particular:

- To meet priority objectives of the Council
- To aid longer term planning and resource allocation
- To produce a balanced budget – a statutory requirement of Local Government
- To produce a robust budget, including adequate reserves – a statutory requirement for the HoF to review/assess and report this to full Council when approving the overall budget
- To ensure key statutory requirements around consultation are met
- To ensure statutory requirements around equalities, and here in Wales, the Well-being & Futures Generation Act, are met

Budget planning and setting the annual budget is becoming increasingly challenging as a combination of reduced WG funding and demands on services require annual significant savings to be made.

In terms of equalities issues and the Future Generations Act requirement – the key point is to ensure that decision making around budgets and services are made and communicated and consulted with full knowledge of the implications around the Acts requirement - not the decision itself.

### **Strategic Approach**

The Council has had a medium – term approach to budget planning for the last 7 years or so. It has enabled the potential of the estimation and identification of the 3 key elements of (i) funding (ii) budget pressures and investments (iii) savings over a 3-4-year, medium term period.

The approach over the last 2 years has also explicitly identified how the MTFP is affected by the Council's Risk Register and Financial Resilience position

A key weakness in our application of the MTFP has been the identification of longer term savings / budget pressures and explicitly identifying funding for Council priorities.

The new Corporate Plan has been very explicit in setting out these and the '20 promises by 2022' enables the link between the MTFP and budgets and these promises to be made. This will need to be done. Many of the promises do not require additional funding but a small number do. Finance colleagues have worked with services to identify what additional funding is required and will ensure these are built into the MTFP and budget process.

The Council has now established 4 strategic groups, around the 4 key themes of the Council – Resilience, Aspirational, Modernised & Thriving. These groups have been tasked with the identification and delivery of the key projects required to deliver key aspects of the Corporate Plan and the savings required to meet the budget challenge. The individual projects are more transformational and strategic relative to the more tactical savings, though these will also inevitably feature in future service / budget changes.

In terms of the Wellbeing and Future Generations Act, the key issues around the budget setting process is to explain and demonstrate how the goals and five ways of working were considered when making proposals and decisions. This is a key aspect of the service / budget change pro-forma as that allows us to demonstrate compliance with the requirement of the Act.

There is also a need to ensure that following the budget setting process we communicate with citizens and staff how the engagement process has impacted on the process, and how the final decisions will affect them.

### **Information**

We are reviewing what detail is required when describing service / budget changes that are being proposed. The key is to ensure we fulfil our legal requirements and describe what impacts there will be on services provided and in all aspects, ensure proportionality.

Smaller savings / service changes will be easier to describe and to engage citizens if we simplify our current 'business case' pro-forma, in particular where there is very little or no impact on services. This will allow easier internal process, reporting and ensure focus is put to more appropriate service / budget changes.

Service areas are responsible for completing service / budget pro-forma's. In previous year's, the BIP team provided resources to ensure quality control and consistency but this resource has now been re-focussed and we are looking at what other level of peer review we could incorporate, as resources allow

### **Contingency and Achievability**

In the current financial year – the Council has maintained its general contingency of £1.5m and it also has £2.2m allocated for budget overspend risks in out of county education/children's placements and Community Care budgets. The intention was to allocate this once plans were put in place to reduce current level of overspending – which is currently running at higher than the £2.2m

The Head of Finance has to confirm robustness of the overall budget and adequacy of reserves each year, when the overall budget is set by Council. For 2018/19, his report confirmed this but highlighted the need for underspending in 2 Council Tax related budgets, alongside the contingencies to enable a positive view on this. There is a need for service area budgets overspending in the above key areas to be brought down to ensure the overall budget remains robust and deliverable in the future.

The Council has a good track record in delivering savings. Heads of Service are responsible for ensuring they operate within their overall budget / cash-limit and the delivery of savings is crucial in this relation. It is monitored and reported to Senior Management and Cabinet Members on a monthly basis.

# Scrutiny Report

## Overview and Scrutiny Management Committee

### Part 1

Date: 26 July 2018

### Subject Scrutiny Annual Report 2017/18

Author Scrutiny Adviser

The following people have been invited to attend for this item:

Invitee:	Area / Role / Subject	Page Numbers
Eleanor Mulligan	Democracy and Communication Manager	39 - 71

## Section A – Committee Guidance and Recommendations

### 1 Recommendations to the Committee

The Committee is asked

- 1.1 To consider the draft Scrutiny Annual Report 2017/19 attached at **Appendix 1**, including the Planned Actions for Scrutiny for 2018/19;
- 1.2 Agree for the Scrutiny Annual Report to be submitted to Council in September for approval.

### 2 Context

#### Background

- 2.1 The Scrutiny Committees are required by the constitution to submit an Annual Report each year to Council, to review how Overview and Scrutiny has operated in the last 12 months.
- 2.2 The Annual Report is a key part of the performance management cycle for Scrutiny. It is difficult to measure the impact of Scrutiny using traditional performance measures, which count the outputs from the Scrutiny Committees but do not measure the outcomes of its work, or show whether improvements have been made as a result. The Annual Report is a more useful tool in reviewing the effectiveness of scrutiny, providing an opportunity to reflect properly on how scrutiny has operated within the last year, and identify upcoming challenges against which future performance can be measured.

- 2.3 As well as providing a commentary on scrutiny activity in the past year, the report is structured to review performance on the targets set last September, and agree priorities for the next 12 months (which will be used as the basis of our performance review next year).

### **3 Information Submitted to the Committee**

- 3.1 The Draft Scrutiny Annual Report 2017/18 is attached as **Appendix 1** for consideration.

### **4. Suggested Areas of Focus**

#### **Role of the Committee**

##### **The role of the Committee in considering the report is to:**

- 4.1 The Committee is asked to consider if the attached report provides an accurate summary of the work undertaken by the Scrutiny Committees over the last 12 months. Due to the election, and the new Committee structures this section of the report has been approved by the Chairs of the Scrutiny Committees in the previous term.
- 4.2 The main focus for this Committee is the actions for 2018/19. The role of monitoring these actions will be within the remit of the Overview and Scrutiny Management Committee, whose role is to monitor the effectiveness of the Scrutiny function throughout the year.
- 4.3 Scrutiny has undergone a major overhaul since the previous term, with a new Committee structure being adopted by the Council in May 2017. The focus has shifted to areas that we have previously been weakest in, namely Performance monitoring, holding the executive to account and Scrutiny of the PSB.
- We now have three performance Scrutiny Committees whose sole role is to focus on the performance of the service area. The next year will be a period of developing these Committees and embedding the new structure to make sure Scrutiny is making an impact.
- 4.4 The extent to which Scrutiny is making an impact is a key area of focus for the Overview and Scrutiny Management Committee. The Committee needs to be satisfied that the actions for 2018/19 are measurable, and will ensure progress is made in improving the Scrutiny function.
- 4.5 The Scrutiny Annual Report 2017/18 will be submitted to the Council for approval at its meeting on 11 September 2018.

## **Section B – Supporting Information**

### **5 Links to Council Policies and Priorities**

- The work of the Scrutiny Committees should be focused on the achievement of the objectives within the Corporate Plan, and within the Wellbeing of Future Generations Act 2014. The Annual Report document the work undertaken in the last 12 months and assessed the extent to which Scrutiny makes a positive impact upon the Council's delivery of services, contributes to the delivery of corporate objectives:

<b>Well-being Objectives</b>	Promote economic growth and regeneration whilst protecting the environment	Improve skills, educational outcomes & employment opportunities	Enable people to be healthy, independent & resilient	Build cohesive & sustainable communities
<b>Corporate Plan Commitments</b>	Thriving City	Aspirational People		Resilient Communities
<b>Supporting Function</b>	Modernised Council			

## 6 Wellbeing of Future Generation (Wales) Act

### 6.1 General questions

- How is this area / policy affected by the new legislation?
- How will this decision / policy / proposal impact upon future generations? What is the long term impact?
- What evidence is provided to demonstrate WFGA has been / is being considered?
- Evidence from Community Profiles / other data?
- (When published:) Evidence of links to Wellbeing Assessment / Objectives / Plan?

### 6.2 Wellbeing Goals

- How are the Wellbeing goals reflected in the policy / proposal / action?
  - *A prosperous Wales*
  - *A resilient Wales*
  - *A healthier Wales*
  - *A more equal Wales*
  - *A Wales of cohesive communities*
  - *A Wales of vibrant culture and thriving Welsh language*
  - *A globally responsible Wales*

### 6.3 Sustainable Development Principles

- Does the report / proposal demonstrate how as an authority we are working in accordance with the sustainable development principles from the act when planning services?
  - **Long Term**  
*The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs*
  - **Prevention**  
*How acting to prevent problems occurring or getting worse may help public bodies meet their objectives*
  - **Integration**

*Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies*

- **Collaboration**

*Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives*

- **Involvement**

*The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.*

## **7. Background Papers**

- [The Essentials - Wellbeing of Future Generation Act \(Wales\)](#)
- [Corporate Plan](#)

Report Completed: July 2017



# **Scrutiny Annual Report 2017-18**



# **scrutiny**





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# Introduction

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## What is Overview and Scrutiny?

Scrutiny is the term given to the non-political process within the Council, whereby the decision makers (the Cabinet) are held to account for the decisions taken, whether they have been implemented effectively and whether they have resulted in improved services for people of Newport.

The Cabinet (also known as the executive) has the power to make the decisions needed to action the policies agreed by the Council. The remaining Councillors (non-executive) then form the scrutiny element, whose role is to challenge the performance of the Cabinet and hold them to account for the decisions taken. Scrutiny Committees can make recommendations and scrutinise the policies, decisions and performance of the Cabinet. The Cabinet, in turn, consults with, and responds to, Scrutiny Committee recommendations.

The underlying principle of Scrutiny arrangements is to ensure that the decision making process is open, accountable and transparent.

Scrutiny has the following roles:

- Hold the Cabinet to account for the decisions it makes;
- Ensure that the Cabinet and Officers perform effectively and that the Council is delivering what it said it would.
- Listens to the views of the public and make sure the public voice is heard;
- Develops and reviews policy to ensure that it is fit for purpose and provides the best outcomes for the people of Newport.

Scrutiny Committees do not have decision - making powers. In all cases the role of the Scrutiny Committee is to examine available options or consider how effectively an area is performing and then to make recommendations to the decision making body whether that is the Council; the Cabinet, an Individual Cabinet Member or external partners.

Scrutiny Committees are usually conducted in public, and the public are welcome to attend and observe any formal meeting of the Committee.

The Scrutiny Committee can operate in a number of ways, depending what the issue is that they are looking into. The most common approaches are either to consider issues via a report at Committee meetings, or to set up a working group to look at an in-depth issue.

Since the introduction of the Wellbeing of Future Generation Act, Scrutiny now has a statutory role to scrutinise the work of the Public Service Boards. PSB's are accountable to Scrutiny Committees in respect of how they work jointly to improve the economic, social, environmental and cultural well-being of their area by contributing the achievement of the wellbeing goals in accordance with the sustainable development principle.

Under the Act, Scrutiny has the power to:

- Review or scrutinise the decisions made or actions taken by the PSB;
- Reviewing or scrutinise the governance arrangements of the PSB;
- Acting as a consultee on key documents;

- Monitoring progress on the PSBs implementation for the wellbeing plan and assessing the delivery of objectives.

In carrying out these roles, the Scrutiny Committee can require any statutory member of the Board to give evidence, the capacity in which they do so must relate to the exercise of joint functions conferred on them as a statutory member of the board.

### **How can the public get involved in the Scrutiny Process?**

Scrutiny Committee meetings are normally open to the public and the agendas are published 1 week in advance of the meeting on the Councils webpage. Members of the public are welcome to attend any Committee meeting to observe. Agendas, reports and minutes of meetings can be found on the [Council's website](#).

Members of the public can suggest items for the Scrutiny Committee to look into by writing, emailing or phoning the Scrutiny Team:

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### **What is the purpose of this Annual Report?**

Each year the Council produced a Scrutiny Annual Report, which is intended to give an overview of the work undertaken by each of the Overview and Scrutiny Committees over the previous 12 months. This report also sets out the planned actions for the next 12 months, summarised in Section 9, within the Action Plan for 2018/19.

This report looks at the work of the Scrutiny Committees from May 2017 to April 2018. The Annual Report is an essential tool for measuring the performance of Scrutiny, evaluating the progress made against previous targets and setting priorities for the coming year.

# Key Developments

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This year has seen a significant change to the structure, focus and function of the Scrutiny Committees, with two new Chairs being added in May 2017. The key aim was to establish Scrutiny as the driving force for improvement, at looking at the Council in a more strategic way, and to focus on how the Council is achieving its aims and objectives set out in corporate documents, such as the Corporate Plan, and Newport 2020.

At its meeting on 16 May 2017, the Council approved a new structure for Scrutiny Committees. A major overhaul of the work programme was needed to realign Scrutiny as a key component for driving forward improvement, to look at the Council in a more strategic way, and to focus on how the Council is achieving its aims and objectives set out in corporate documents, such as the Corporate Plan, and Newport 2020.

The Scrutiny function could make more of an impact if it were to focus its resources on the scrutiny of performance, becoming more outcomes focused and linking in with the Cabinet work programme, to create a cohesive approach to achieve improved performance within the Council.

To make the Scrutiny Committees the most effective, it was agreed that there is need to change the focus on away from portfolios, to focus on what roles scrutiny should be undertaking and structure the Committees to support these roles.

The main roles that the Committees undertake are:

<b>Performance Monitoring</b>	Holding the executive to account
<b>Policy Review and Development</b>	Including consultation on decisions before they are made (pre-decision Scrutiny)
<b>Performance of partnerships</b>	in particular the PSB (but also NORSE, EAS, SRS, Newport LIVE).
<b>Scrutiny of Corporate Strategies /Plans –</b>	Such as the Corporate Plan, Improvement Objectives.
<b>Coordination / management</b>	of work programmes - including referrals, policy review groups, recommendations monitoring and setting processes for looking at Corporate issues such as the budget, public engagement, the Corporate Assessment)

Scrutiny's function has made a greater impact by devoting three of the four Committees to performance based work, becoming more outcomes based and linking to the Cabinet work programme, creating a cohesive approach to improve performance within the Council.

The four new Committees;

- Overview and Scrutiny Management Committee
- Performance Scrutiny Committee – People
- Performance Scrutiny Committee - Place and Corporate
- Performance Scrutiny Committee – Partnerships

To support the Members in executing their Committee duties, a number training course and seminars have been held. These include WLGA led Questioning Skills Training, Scrutiny specific training for returning and new Members, Wellbeing of Future Generations Act, and Scrutiny of Educational Attainment Data.

Below is a summary of the major developments and achievements this year.

### **1.1 Performance Scrutiny**

The three Performance orientated Committee's range of knowledge about the service area has increased and grown as they progress through their work programme. The understanding and knowledge base throughout the Committee Members has increased with Members developing their questioning skills and strategies to allow for more in depth scrutiny and targeting of the poor performing targets and measures. The Officers and Cabinet Members are being held to account better for their actions and decision making processes.

The Committee will build on the newly established performance focus by not only scrutinising performance data but taking a holistic look at the service area through service plans. The service plans will introduce financial information, Corporate goals, Wellbeing goals and work towards goals set external of the Council.

There has also been a definite clarity for all Members and Officers as to where accountability lies. The Scrutiny Committee's new titles correspond to directorates and this allowed for clearer lines to be drawn for where items go.

### **2.2 Overview and Management Scrutiny**

The most significant achievement during this year had been the successful implementation of the dedicated Committee for scrutinising strategic and overarching issues and decisions within in the Council. By having one Committee with oversight of all strategic documents and decisions the Members were able to link strategies together and question the executive on how each strategy complimented another, or how its implementation would impact on other aspects of the Council.

The Members are increasing in confidence asking questions which addressed national policy, especially the Wellbeing of Future Generations Act. These questions created a thread between meetings that allowed themes to develop, and questions to hold more weight and a greater need for Officer responses to be of a higher quality and show how the Officers linked each strategy to the overall Corporate plan.

### **2.3 Addressing last year's Self Evaluation outcomes**

Scrutiny had made great strides to address the weaknesses identified in the self-evaluation undertaken in the previous year. These included;

- Better coordinating and prioritising the workloads through effective work programming on an annual and monthly basis.
- Increasing the amount of post decision scrutiny, especially monitoring Scrutiny's own recommendations.

- Holding the executive to account more effectively by doing more in depth reports and less light touch items.
- The Chairs have been provided with WLGA training on the roles and responsibilities of a Scrutiny Chair which has developed the two new Chairs and refreshed the two returning Chairs.

## 3. Summary of Committee Activities 2017/18

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Below is a summary of the major projects undertaken by each of the Committees this year.

In addition, certain activities are common to every Committee; as part of our focus on enhancing basic scrutiny systems, we have made the following improvements to these fundamental processes this year. Details are set out below.

### 3.2 Annual Budget Setting Process

The Scrutiny Committees considered the draft budget proposals, budget setting process and public engagement at their meetings in January and their comments were passed to Overview and Scrutiny Management Committee. The Management Committee provided unified comments to Cabinet prior to a final draft being agreed. Scrutiny Members had a key role to play in championing public engagement, the proper operation of Fairness and Equality Impact Assessments (FEIAs) and ensuring that proposals were in keeping with the Wellbeing of Future Generations act.

As well as making recommendations on the specific proposals, the Committees also made comment on the budget process and public engagement, in particular:

#### **Budget - Long Term Strategic Planning**

The Committee recommends that the Council puts in place a long term strategic approach to budgeting, and highlights the importance of the bringing the medium and long term financial planning in line with the Corporate Plan and demands from government legislation.

Within this strategic approach, it is recommended that the Council should set out:

- How the strategic budget plan would support the Council in meeting the statutory obligations under the Wellbeing of Future Generations (Wales) Act;
- How the strategic budget plan will accomplish the aims and objectives set out in the Corporate Plan;
- The financial planning should take into account new and existing partnerships and how the Council will work collaboratively;
- How the stakeholders, communities and citizens in Newport are engaged throughout the process.

#### **Budget - Reviewing what information is presented to the public**

In considering the specific proposals, both of the Performance Scrutiny Committees raised the issue of insufficient information within the business cases that were published for public consultation.

The Overview and Scrutiny Management Committee recommends that in future years, a robust process be put in place to ensure that the business cases contain more consistent information to reflect how the savings would be made, and contain all of the information that a member of the public would need to fully understand the impact of the proposal.

#### **Budget - Contingency planning**

The Committee discussed contingency planning with the Officers and were informed of a £1 million pound contingency within the budget, to account for any unforeseen budget pressures during the year. Members commented that it was difficult to assess whether this amount was sufficient, as it was not clear how this this million pound each year is calculated.

The Committee suggests that the Cabinet ensure that a robust contingency plan is in place for the medium to long term, to review regularly whether this amount is sufficient in the short to medium term.

### **Budget - Achievability**

The Committee commented on the need to ensure that savings are achievable at this stage of the process, to ensure that it does not have a negative impact on the Councils ability to deliver within its budget next year. The achievability of annual savings needs to be better evidenced in the proposals and the impact outlined if the savings are not made. The Officers assured the Committee that the savings had been delivered at 90% within this year's budget, and that this was not an area of concern.

Whilst acknowledging these assurances, the Committee comments that there is a risk for the Council if these proposals are not achieved. The Performance Scrutiny Committees have commented that the information within the business cases were often insufficient to fully understand how some of the proposals were to be achieved.

The Committee recommends that this risk should be closely monitored if these decisions are taken and implemented, to mitigate this risk of unachieved savings impacting on next year's budget.

### **Public Engagement – Public Engagement Process**

The Committee discussed how the public consultation should be an all year round process rather than limited to the statutory consultation in the December / January period on proposals that have already been fully developed. By allowing the consultation to be held all year, citizens would be able to contribute to all stages of the development and implementation of the savings.

Performance Scrutiny Committee's recommendations highlight for that several of the business cases, the people who would be directly affected by the proposed savings were not consistently and adequately consulted upon prior to the proposals being developed. The Committee recommends that in future years, the Council;

- Ensures that in depth consultations are held with those most affected by the proposals are completed prior to the proposals being fully developed and published in December / January. Work to identify effected groups should be done at the earliest possible opportunity to ensure those effected can be included in the development when a proposal is being considered.
- Develops the plan for public engagement on savings part of a wider strategic budget plan, to think more long term and strategically about how the public can be involved.



- Works towards making consultation on the budget proposals more meaningful through making it an ongoing, yearlong process rather than consulting at the end of the process when the proposals have been developed.

The Committee recommended that more is done to consult with the employees working in the areas that the savings are made. Utilising their knowledge and expertise in these areas could assist with identifying and potentially minimising any impact / risk within the proposals.

### **Public engagement - Feedback to consultees**

The Committee recommended that mechanisms to provide feedback to the participants in the consultation be developed and implemented.

The Members felt that it was important that the information was provided in a number of different mediums to ensure it was available and accessible to all. The information should inform the consultees how the proposals had been informed by the information gathered during the consultation.

It was suggested that this could be achieved through holding a public forum at the end of the consultation period, and invite stakeholders and consultees to attend. A detailed press release could also be used as a feedback tool, providing it summarised how the results of the consultation had been used.

The Committee were advised that the results of the consultation would be reported to the Cabinet. It was recommended that this report is made public, and provided enough information for the Cabinet to analyse and inform the decision on the proposals.

### **Public Engagement - Public Accessibility**

The proposals were not easily accessible to members of the public in this year's budget consultation. The Committee commented that the information was not presented in the most effective way to encourage public participation:

- The online presence of the consultation - The Committee stated that it was difficult to find the proposals, and the form was onerous to use. The form could be simplified and better signposting to the consultation on the website.
- Newport Matters advertisement for the consultation was small and easily missed. Members felt that this could have been more effectively utilised and was important element in encouraging participation as it went to every household in Newport.

The Committee recommends that this is looked at for next year's budget round and that this made easier for the public to access the information and comment on the proposals.

### **Public Engagement - Strategic Planning of Public Engagement**

The Committee felt that the Council is not moving up 'the hierarchy of engagement methods' of citizen involvement and this year's budget consultation process was still at the inform/consult stage. (Discussed by the Overview and Scrutiny Management Committee at its meeting on 28 September 2017 report 'Budget Consultation and Engagement').

The Committee recommends that as part of the medium and long term planning, the Council should outline how it plans to develop citizen engagement and move from the inform/consult stages, more towards involvement and collaboration models.

### **Public engagement - Developing How the Council Engages**

Different ways of presenting the consultation was discussed and how a 'budget simulator' had been used in another Local Authority, and explored as an option within Newport. This involved asking the public to effectively look at options for balancing a budget – to prioritise and select one area / proposal over another.

The Committee recommends that alternative methods of engaging with the public are explored for next year and whether more could be done to increase the range of demographics who respond to the consultation.

### **3.4 Revenue Budget and Medium Term Financial Plan 2018-19: Draft Proposals 22 Jan**

The Performance Scrutiny Committee –People and the Performance Scrutiny Committee – Place and Corporate considered the draft budget proposals specific to their remits. They questioned the relevant heads of service and raised concerns about a number of underpinning.

### **3.5 Waste Management Strategy – Policy Review Group**

The Policy Review Group consisted of Members from each of the three Committees. The Group would consider the options proposed as a result of a thorough review of the waste services and modelling of different scenarios under the Welsh Government “Collaborative Change Programme”. It was intended that this would then form the basis of the strategic direction for the Council in relation to Waste, and that a Waste Strategy would be developed around these options.

The Group followed an agreed plan of 5 meetings with an additional site visit to Conwy to see how their change to three weekly bin collections has impacted the Council and the residents.

The Group would make recommendations to the Overview and Scrutiny Management Committee in a final report. The Committee would then make comment and further recommendations to Cabinet Member before a decision would be taken.

## 4. Overview and Scrutiny Management Committee

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### **Membership 2017 – 18:**

Counsellors: Guy (Chair), Al-Nuaimi, Lacey, Hourahine, Hughes, Spencer, Ferris, M Evans and C Evans.

*The new structure adopted by Scrutiny has allowed the Committee to maintain a strategic focus throughout the year. This strategic focus has included the Budget setting process and the related public engagement for the first time, as well as draft Corporate Plan and Performance Management Strategy.*

*The Committee has maintained a diverse portfolio of work over the past year. At times this diversity had created an increased the workload to levels which required additional Meetings.*

*The Committee commissioned a successful Policy Review Group to look at the Waste Strategy. The Comments and Recommendations from this group had been noted by the Cabinet Member for information, to be used alongside the Officers recommendations report. The Committee also supported the Officers opinion to pursue the Decriminalisation of Parking within the Newport.*

*In developing the new Scrutiny structure the Committee will be better placed to not only maintain their focus on the strategic future of the Council, but to monitor its own recommendations and implementation of past items.*

**Councillor John Guy,**

**Committee Chair**

### **Our Activities 2017 – 18**

This year the Committee's work included the following:

#### **Director of Social Services Annual Report 2017 / 18**

The Director of Social Services presented his draft Annual Report, and Members were given the opportunity to comment on the draft before it was forwarded to Cabinet and Council for approval.

In accordance with the Council's performance management framework, the Members were asked to consider and comment on the adequacy of the draft report in addressing the issues identified.

Members were satisfied that both Adult and Community Services, and Children and Young Peoples Services were performing at a satisfactory level. The Members did raise concerns around the impact further decreases to funding would have on the Directorate and recommended to Cabinet to oversee how the Council are mitigating these risks, and developing a more strategic approach to budgeting to protect vulnerable service users in this area.

## **Annual Information Risk Report 2017 / 18**

Members considered the draft Annual Information Risk Report which provides an assessment of the Council's information governance arrangements and identifies where action is required to address weaknesses and make improvements.

The Committee considered the report, and agreed to forward the summary of discussions and queries raised to the Cabinet Member for information.

## **Draft Corporate Plan 2017 to 2022**

The Draft Corporate Plan was introduced by the Chief Executive and set out the strategic direction of Council from 2017 to 2022. Members considered the report and found that at a strategic level the report could be an aspirational target, but it required clarification and specific details to be deliverable and measurable.

The Members agreed to forward their comments on to the Cabinet for their consideration. Their comments were mainly concerned with how the plan would be monitored, and ensuring that the plan contained sufficient information to enable it to be scrutinised and that success could be measured. As a result of the comments around the need for further information / clarification in certain areas, the Cabinet approved a redrafted report which included more clear reference to collaborative working, and more detail around the 20 pledges. There were also assurances given that the concerns raised by the Committee in terms of how the plan would be monitored and achieved, would be dealt with within the redrafted Service Plan template. The Service Plans would be reported through the Performance Scrutiny Committees.

## **Budget Consultation and Engagement**

The Budget Consultation and Engagement plan was presented by the Head of People and Business Change and the Head of Finance. The Budget Consultation and Engagement plan set out the process undertaken for the public consultation for the budget, as well as the statutory obligations from the Well-Being of Future Generations (Wales) Act 2015.

The Committee noted the information contained within the update, and noted the potential change to the budget process for this year.

## **Decriminalised Parking / Civil Parking Enforcement**

The Senior Strategy Manager presented a 'Newport Civil Enforcement Feasibility Study' to the Committee, summarising the report and highlighting key aspects of the adoption of Civil Parking Enforcement. Members acknowledged the current problem with illegal parking in Newport had been well documented and discussed at numerous meetings. Member discussed the role of the police and the impact of the potential withdrawal of the police in the enforcement of parking. The Committee debated whether or not it was in a position to make a recommendation to the Cabinet Member and the Council on this matter. Some Members expressed the view that the Committee should recommend that the Council proceed with CPE in principle and there was sufficient information within the report to base a decision upon. Other Members argued that more detail was needed before the Committee was in a position to make a recommendation. More information was requested to include an analysis of:

- o Alternative models / options;
- o Information on what similar Authorities have implemented and enforced the scheme;

- o Whether there were more cost effective options available to address the problem;
- o Implementation issues that the Council might face;
- o Impact on CPE on parking issues – i.e. numbers of available parking in the city; centre displacement to other areas from the city centre;
- o The benefits and the disadvantages to taking on the scheme;

An additional meeting was held i The Committee were joined by Gwent Police Chief Inspector and Inspectors to discuss the Civil Parking Enforcement in Newport. The Members questioned the Police Officers on matters that required specific knowledge and information that only they could provide.

The Committee agreed to recommend that the Council pursue the adoption of Civil Parking Enforcement powers.

### **Waste Strategy Policy Review Group Final Report**

The Senior Overview and Scrutiny Officer outlined the process taken by the Policy Review Group to reach their recommendations. The Officer explained that the Strategy was broken down into three separate areas which were Trade Waste, Household Waste Recycling Centre and Three Weekly Collections. The Officer highlighted summary of the Group’s recommendations contained within the final report.

The Committee agreed to support the findings of the Review group and forward the final report to the Cabinet Member. The Committee supported the continuation of the review group to input into the development and implementation of the Waste Strategy as appropriate. The Cabinet Member noted the Scrutiny Committees report on the 20/4/18. Decision pending on the Head of Service report.

### **City Centre Public Spaces Protection Order (PSPO)**

*First consideration:* The Public Protection Manager provided an overview of the current Public Spaces Protection Order (PSPO) which was enacted on November 2015. It was advised that the Order will expire in November 2018 and would be considered timely to review it with a view to enacting a revised City Centre PSPO prior to this, taking into account what has worked over the past two years, what restrictions need to be kept or revised, and whether new restrictions need to be introduced to tackle other forms of anti-social behaviour that are occurring in the city centre. Public consultation would take place in form of an online survey and information would be gathered ready for April’s meeting for the Committee to make recommendations to Council regarding the revised PSPO.

*Second Consideration:* The Committee received a brief introduction from the Regulatory Services Manager Environment and Community on the responses to the public consultation and the resulting actions. The Committee brought attention to the perceived poor public consultation and the accrual responses of the public. A number of invitees were also given the opportunity to provide their opinion on the revised PSPO, what they believed would be its impact and better suited alternatives. The invitees included representatives from;

- The Wallich,
- Newport BID,
- Youth Service,
- Housing,
- Gwent Police.

Having heard a wide range of evidence from a number of sources, the Committee deliberated on the items for inclusion within the suggested draft order. The Committee recommended that the revised PSPO go forward in the Officers recommended form, but be monitored and reviewed after its first year. The PSPO is due to go to Council in July.

### **Draft Performance Management Strategy**

The Head of People and Business Change presented the Draft Performance Management Strategy to the Committee. The Strategy aims to instil a performance orientated culture in the Council. The Strategy sets out how the Organisation will achieve the performance culture and the steps which will be taken to ensure all members of staff are supported in the process. The Committee raised a number of concerns regarding how the results based evaluations would work and how they would work in practice, as well as how there were no clear links to the Corporate Plan. The Committee requested that the Chief Executive and Officers feedback on the progress of the Strategy in 12 – 18 months' time, with a focus on how the Strategy has been implemented with ground facing staff and staff who work peripatetically.

## 5. Performance Scrutiny Committee - People

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### Membership May 2017-18:

Councillors D Williams (Chair), J Guy, M Al-Numani, L Lacey, T Holyoake, K Thomas, H Thomas and J Watkins, J Cleverly and C Townsend.

#### Chair's Introduction

*This has been the first year for the Committee under the new Scrutiny Structure. The Committee has been almost totally focused upon the People Directorates performance and budget.*

*The Members ability to scrutinise performance has developed with each additional meeting. The Members have also received additional generic training relating to performance scrutiny and specific training for the scrutiny of Educational Attainment Data.*

*The Committee still has areas that can be improved. Developing questioning strategies prior to the meeting is an aim for the Committee. If a coordinated approach was taken, a more in depth view of the topic might develop, allowing the Committee to create better comments and recommendations.*

*We have been seen the addition of a co-opted member from the Church in Wales and are in the process of recruiting two Parent Governors to join the Committee.*

**Councillor David Williams**

**Committee Chair**

### Our Activities 2017 – 2018

This year our work included the following

#### Improvement Plan 2016 - 2018 Update – Quarter 1

The Heads of Services presented the Improvement Plan objectives that related to their service areas for the first quarter of 2017 - 2018. The Committee focused their questioning on the Red and Amber measures to ensure the Officers were held to account on poorly performing areas. The Members congratulated the Officers on their success at achieving Green status on a number of the measures also.

The Committee's comments were referred to Cabinet.

#### Budget Revenue Monitoring (April to July 2017)

The Head of Finance introduced the report on the revenue budget, explaining the overall position and the key areas of variance under the People Directorate. The report had already been to Cabinet and was being brought to the attention of Scrutiny for information purposes.

The Members thanked the Officer for the update on the budget and expressed their concerns and questions regarding the matter. The Members were satisfied with the answers they received but wanted to keep a close eye on the budget to ensure that it balances by year end.

### **Performance Analysis – Year end Summary**

The Head of People and Business Change introduced the report, which outlined Newport's performance against the national Public Accountability Measures (PAMs), and in comparison with other Welsh Local Authorities.

The Members questioned the Heads of Service on their specific areas and established the new process of reporting to performance to Scrutiny prior to Cabinet. The Heads of Service introduced the new performance management system that the council had implemented, which would provide 'real time' information.

The Committee thanked the Officers for the update on the previous year's performance and agreed that their comments would be sent to Cabinet for reference.

### **Improvement Plan 2016 – 18 – Quarter 2**

The Heads of Services presented the Improvement Plan objectives that related to their service areas for the second quarter of 2017 - 2018. The Committee focused their questioning on the Red and Amber measures to ensure the Officers were held to account on poorly performing areas. The Members congratulated the Officers on their success at achieving Green status on a number of the measures as well.

The Committee commended the Officers and Cabinet Member on the success of the service area and the progress made for the young people of Newport. The Committee was also impressed by the 70 million pounds for the improvement of schools. The Members thanked the Officers for the insight into the workings of the PRU and how it is supporting those children who need additional support outside of formal education. The Committee's comments were referred to Cabinet.

### **Mid-Year Performance Update**

The Head of People and Business Change and the Heads of Services presented the performance for their service areas for the first half of 2017/2018. The Committee focuses their questioning on the Red and Amber measures, and congratulated the Officers on achieving Green.

The Committee felt that the success of Education was worth highlighting as all measures were Green for the first half of the year. Children and Young Peoples Services also were praised for all of the work and support to provide Looked after and Children known to Social Services with a Christmas.



The Committee Members were happy with all of the responses regarding the Amber and Red measures and related action plans to increase performance over the second half of the year. The Committees Comments were referred to Cabinet.

### **Revenue Budget and Medium Term Financial Plan 2018 – 2019: Draft Proposals**

The Assistant Head of Finance gave an overview of the budget proposals in the Committee portfolio. The Committee then questioned the Heads of Service and Strategic Director - People around the budget saving proposals and made recommendations and comments where required or the Committee saw fit. The Committee decided to pass comment to the Overview and Scrutiny Management Committee on the budget process and the public engagement undertaken to establish the draft proposals. The Committee requested that during the next year their recommendations are monitored and the Heads of Service provide an update.

## 6. Performance Scrutiny Committee - Place & Corporate

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### Membership 2017-18:

Councillors C Evans (Chair), M Al-Nuaimi, G Berry (from 25 July 17), J Clarke (from 28 Nov 17), M Cornelious, K Critchley, Y Forsey (until 28 Nov 2017), I Hayat, M Rahman (until 25 July 17), J Richards, W Routley (until 30 Jan 18), and J Watkins (from 30 Jan 18).

### Chair's Introduction –

*Following the restructure, the new remit of the Scrutiny Committees to focus on Performance has provided an important platform to assess the Council's performance in a constructive and robust manner. The Committee has taken the time over the past year to develop its knowledge base of the service areas within its remit, and are beginning to develop its questioning to provide a robust challenge to improve the Council's performance.*

*The development of the information provided to the Committee to assess this performance is improving, and the introduction of the Scrutiny of the Service Plans within the next period will ensure that the Committee continues its momentum gained within its first year and settles into its role within the performance reporting arrangements within the Council.*

**Councillor Chris Evans**  
**Committee Chair**

### Our Activities 2017-18

This year our work has included the following:

#### **Draft Annual Forward Work Programme 2017-18**

The Committee considered and agreed the Draft Annual Forward Work Programme which reflected the newly constituted Terms of Reference for this Committee and the new Scrutiny Committee structure agreed by Council at the Annual General Meeting in May 2017. The shift of focus within the restructure to emphasise the Performance role of Scrutiny, addressed the criticisms raised in the Corporate Assessment by Wales Audit Office and other regulatory bodies that Scrutiny did not routinely and effectively hold the Executive to Account for its performance. Scrutiny would receive performance reports before the Cabinet, to allow for Scrutiny comments to be submitted to the Cabinet before a decision being taken. The Cabinet Members would be invited to the Scrutiny Committee meeting, along with the Heads of Service to answer the Committee's questions upon Performance Reports.

#### **Improvement Plan 2016-18 Update - Quarter 1**

Consideration was given to progress at the end of Quarter 1 (April to June 2017) towards the following Improvement Plan Objectives that were within the Committee's remit:

- Improvement Plan Objective 3 - Ensuring people have access to suitable accommodation;
- Improvement Plan Objective 4 - City regeneration and Development;
- Improvement Plan Objective 5 - Supporting Young People into Education Employment or Training;
- Improvement Plan Objective 7 - Increasing Recycling.

The Committee noted progress being made to achieving these objectives and made comments to Cabinet together with the report.

### **Budget Revenue Monitoring (April to July 2017)**

The Committee considered a summary of the financial position following the end of Quarter 1, including a significant area of overspend within the remit of this Committee: Undelivered savings within the Streetscene budget. In addition reports upon the following Service Area' budgets within the Committee's portfolio for the same period:

- Streetscene and City Services Budget;
- Law and Regulation Budget;
- People and Business Change Budget;
- Regeneration, Investment and Housing;
- Finance Budget.

The Committee noted the budget position for each service area, the actions put in place to address overspends, raised concern of the need for the overspend within the Streetscene budget to be addressed , so as not to accumulate to an unmanageable level in the next quarters and made its comments to Cabinet together with the report.

### **Performance Analysis - Year End Summary**

Consideration was given to the report which presented an annual national dataset to assess how the Council is improving and how this information could contextualise the information the Committee had previously considered on the Budget. Under the new Scrutiny Committee structure, Cabinet had agreed to a change in the way that performance information is reported. This information was now to be presented to Scrutiny first, to allow for comments and recommendations to be presented to Cabinet from Scrutiny prior to a decision on the report being taken.

Members discussed the ranking of Newport as 22 out of 22 Authorities. Members noted that the information contained within the report was minimal, due to it being a snapshot of overall performance. It was agreed that the detail behind the performance would need to be considered in more detail to fully consider the impact of the comparatively low performance in many areas. The importance of Scrutiny in drilling down into the service areas performance at future meetings was discussed.

The Committee was concerned about the overall performance of the authority compared with the other Welsh Authorities. Members felt that there was limited detail in the report to be able to assess the underlying reasons for dips in performance, acknowledging that this report was a snapshot of overall performance. The Committee agreed that areas where performance had been identified for improvement, that this would be considered in more detail when the Committee considers the service area performance update at its next meeting. The Committee made comments to Cabinet together with the report.

### **Improvement Plan 2016-18 Update - Quarter 2**

Consideration was given to progress at the end of Quarter 2 (July to September 2017) towards the following Improvement Plan Objectives that were within the Committee's remit:

- Improvement Plan Objective 3 - Ensuring people have access to suitable accommodation;
- Improvement Plan Objective 4 - City regeneration and Development;
- Improvement Plan Objective 5 - Supporting Young People into Education Employment or Training;
- Improvement Plan Objective 7 - Increasing Recycling.

The Committee noted progress being made to achieving some of the measures supporting these objectives and the steps taken to improve on those underperforming and made its comments to Cabinet together with the report.

### **Mid Year Performance Update**

Consideration was given to a report upon progress of the performance measures at the Mid Year point for the following Service Areas within the Committee's remit:

- Finance
- People and Business Change
- Streetscene and City Services
- Regeneration, Investment and Housing
- Law and Regulation

The Committee noted the progress of the performance measures, acknowledged the explanation of the Red and Amber measures and agreed to continue monitoring progress and made comments to Cabinet together with the report.

### **Performance Update - Quarter 3**

Consideration was given to a report upon progress of the performance measures at the end of Quarter 3 for the following Service Areas within the Committee's remit:

- Finance
- People and Business Change
- Law and Regulation
- Streetscene and City Services
- Regeneration, Investment and Housing

The Committee noted the progress being made towards the performance indicators for the Services areas, and agreed to forward the minutes to the Cabinet as a summary of the issues raised.

The Committee wished to highlight to the Cabinet the issues achieving the PAM/013 – % of empty private properties brought back into use. The Committee acknowledged the challenges facing the Council in this area and the work being done by the officers to try and address the issue. The performance had remained the same since the previous quarter despite the efforts of the officers to improve performance. The Committee **recommends** that the Cabinet Member considers this issue and explore how the challenges and barriers to progress can be overcome.

### **Improvement Plan 2016-18: Quarter 3 Update**

Consideration was given to progress at the end of Quarter 2 (July to September 2017) towards the following Improvement Plan Objectives that were within the Committee's remit:

- Improvement Plan Objective 3 - Ensuring people have access to suitable accommodation;
- Improvement Plan Objective 4 - City regeneration and Development;
- Improvement Plan Objective 5 - Supporting Young People into Education Employment or Training;
- Improvement Plan Objective 7 - Increasing Recycling.

The Committee noted progress being made towards the improvement objectives to date and made comments to the Cabinet.

## 7. Performance Scrutiny Committee - Partnerships

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### Memberships 2017-18:

Councillors M Rahman (Chair), J Clarke (until 28 November 2017), J Cleverly (until 26 September 2017), D Davies, R Hayat, M Linton, S Marshall, R Mogford, T Suller, Y Forsey (from 28 November 2017) and K Whitehead (from 26 September 2017).

### Chair's Introduction

As the first year that there had been a statutory responsibility to scrutinise the Public Services Board, understandably the majority of the Committee's meetings were spent either: looking back to monitor performance of the Public Services Board's then existing Plan, via the Single Integrated Plan Annual Report and Mid-Year Update, or: looking forward through statutory consultation upon the Draft Well-being Assessment and Draft Consultation Well-being Report.

In addition to this the Committee also received Briefings from the Education Achievement Service and Shared Resource Service and considered the Education Business Plan, Regional Value for Money Report and Governors Support report and monitored progress at the end of the first year of the Council's IT Service being delivered via the Shared Resource Service. A number of reports from Health Partnerships including the Proposal to deliver Fostering Services on a Regional Basis and the Draft Violence Against Women, Domestic Abuse and Sexual Violence Strategy.

The Committee has completed its first Annual Work Programme which has been varied and Members of the Committee have developed their knowledge and understanding of the Governance and Operation of the range of Partnerships reported. Looking forward, the Draft Annual Forward Work Programme to be considered by the Committee for this year includes items that the Committee have requested to be scheduled arising from the outcomes of the previous year's meetings and includes an equally varied range of Partnerships in addition to the statutory duty to scrutinise the Public Services Board. .

Councillor Majid Rahman  
Committee Chair

### Our activities 2017-18

This year our work included the following:

#### **Public Services Board (PSB) – Single Integrated Plan (SIP) Annual Report**

The Head of People and Business Change introduced the SIP Annual Report, alongside Theme leads from Public Health Wales (Health and Wellbeing), Newport City Council (Economy and Skills) and Gwent Police (Safe and Cohesive Communities).

The Theme leads introduced their portfolios and brought the Members attention to the highlights and answered any questions on the areas of underperformance and where the Committee felt the need for additional information or clarity.

The Committee's comments from the Meeting were passed to the PSB for information. The Committee also nominated the Chair to attend and observe future PSB meetings on behalf of the Committee.

### **Public Service Board (PSB) – Local Wellbeing Assessment (Community Wellbeing Profiles)**

The Chief Democratic Services Officer advised the Committee that the Public Services Board were required to send a copy of the published Local Well-being Assessment to this Scrutiny Committee and indicated the link the report for Members information.

The Committee accepted the report for information.

### **Briefing – Educational Achievement Service (EAS)**

The Briefing was run by the Head of Education and the Principle Challenge Advisor from EAS. The Briefing introduced the Members to EAS, this included the consortium and its members, how EAS works and its core values, and its key priorities for development.

The Committee enquired around how the partnerships managed certain areas, including; value for money, increasing schools standards and risk identification and management.

The Committee accepted the EAS Business Plan and Value for Money report for additional information.

### **Briefing – Shared Resource Service (SRS)**

The Briefing was delivered by the Head of People and Business Change, Information Development Manager, Digital Information Project Officer and the Chief Officer from SRS.

The main aim of the Briefing was to provide the Committee with an understanding of the partnership prior to any scrutiny meetings. This would allow the Committee to ensure the most effective and efficient Scrutiny can take place in the future.

The Briefing introduced the Digital Strategy for Newport 2015 – 20, provided information on its different partners, the numbers of staff working in the organisation, and the services SRS provide Newport City Council and other organisations. The Chief Officer introduced a wide range of developments that were new and those that would be introduced soon, including a staff development programme and apprentice scheme.

### **Proposal to Develop Fostering Services on a Regional Basis**

The report was brought to the Committee by the Strategic Director – People and Head of Children and Young Peoples Services. The report sought to introduce to the Committee the proposal of establishing fostering services “in-house” across Gwent to reduce the costs associated with using external, independent providers. The Committee were also provided with reports from the National Fostering Framework and the relevant strategy from Welsh Government which were provided as background information.

The Committee made a number of comments relating to the subject. Their comments included how important consultation is with foster carers and how their views are used in the development of the

proposal. As well as how the Officers should look at other models, for instance the Scottish Model, of legislating against profit making organisation providing foster care.

### **Single Integrated Plan (SIP) Performance Update Quarter 2**

The Chief Executive of Newport Council introduced the SIP Performance Update Quarter 2, alongside Theme leads from the Public Health Wales (Health and Wellbeing), Newport City Council (Economy and Skills) and Gwent Police (Safe and Cohesive Communities).

The Chief Executive drew links between the SIP and the emerging Newport Council Wellbeing Plan. The Committee questioned the three theme leads on the performance of the partnership in achieving its objectives, how the partners work together, what mitigations are in place to address risks and underperformance and how the public were engaged with.

The Committee raised the concerns they felt deserved attention, including the robustness of targets that were achieved by the mid-year point. The Committee also congratulated the SIP theme representatives on the successful partnership working and levels of communication which had increased the positive outcomes for the residents of Newport.

### **Consultation Draft Wellbeing Plan 2018-23**

The Head of People and Business Change introduced the draft plan and the partners. The partners included representatives from Natural Resource Wales and South Wales Fire and Rescue Service. The creation and delivery of the Wellbeing Plan is a statutory duty and has to be created and reviewed within 12 months. The Wellbeing plan was developed following the Wellbeing Assessment.

The Committee thought the plan was long term and aspirational enough, but needed to be underpinned by measurability to ensure that the ambitions were translated into outcomes. There was also concern that some of the measures were a little subjective while others were potentially difficult to collect relevant data for, both of which could impact upon how the steps translated into action in Newport. The Committee agreed to receive the finalised report in June for information.

### **Draft Violence Against Women Domestic Abuse and Sexual Violence (VAWDASV) Strategy**

The Draft Strategy was introduced by the Corporate Safeguarding Management, Head of Children and Young Peoples Services and Strategic Director – People. The Draft Strategy is in response to the VAWDASV Act 2015, which states that public sector organisations must work together to improve the outcomes from individuals and families subjected to VAWDASV.

The Committee's role in the meeting was to provide comment and recommendations to Cabinet on the Draft strategy. The comments and recommendations were then be used to create the Councils response to the VAWDASV Draft Strategy. The recommendations included receiving an update on the VAWDASV implementation in a years' time, having Elected Member representation on the VAWDASV Board, having the Council nominate a Domestic Abuse Prevention Champion and rolling out Member training on VAWDASV to all staff in the Local Authority.



## **Education Achievement Service Business Plan 2018 – 21**

The Business Plan was presented by the Head of Education and the Principle Challenge Advisor. Alongside the business plan a number of current successes and positive actions were brought to the Committees attention.

The Committee had no concerns related to the Business Plan and found that the content was progress monitoring processes were satisfactory. The Committee were especially satisfied with the successful and positive partnership working on both a local and regional level. The Committee congratulated those present on the numerous examples of Newport's good practice being shared on a regional and national level.

The Committee passed their comments to the Cabinet Member of Education and agreed to receive a copy of the Self-Evaluation timetable and to receive information on the New Arrivals project.

### **Shared Resource Service (SRS) Update**

The update was delivered by the Partnership, Policy and Involvement Manager, Digital Services Manager, Digital Information Project Officer and the Chief Officer from SRS. The report was to provide an update on the Performance Information, Governance Arrangement and Progress update towards the Councils 11 investment objectives.

The Committee found that from the update that there was still some work to be done by the partnership to ensure a high quality service for the staff of Newport Council. The Committee concluded that the Officers additions and responses to questions contained a lot more information and boosted the Members confidence. The Members requested that future reports contain more information, specifically more detail, comparable data and clear actions on outstanding objectives.

### **Public Service Board (PSB) Scrutiny Recommendations Monitoring**

The aim of this agenda item was to assess the implementation of the PSC Scrutiny Review recommendations. The report was presented by the Scrutiny and Governance Manager and the Partnership, Policy and Involvement Manager. Both Officers introduced the recommendations that had been made by the Public Services Board Scrutiny Policy and Review Group and their implementation, together with Scrutiny best practice.

The Committee welcomed the report and agreed to stop monitoring the recommendations due the successful progress and completion highlighted at the meeting. The Committee also requested that an element of self-evaluation is added to the Annual Forward Work Programme for the Committee.

## 8. Actions 2017-18

Intended Outcome	Actions		Update
<p>Page 66</p> <p>Scrutiny Committees regularly and routinely hold the executive to account for its decisions, and for the performance of the service areas.</p>	1	<p>Agree and implement a consistent approach for Cabinet Member attendance at Scrutiny Committees.</p>	<p>A protocol has been agreed and has been in practise this year. Cabinet Members have regularly attended Scrutiny Meetings where performance information is being considered, and have responded to the Committees questions.</p> <p>The Scrutiny Team will continue to work closely with the Scrutiny Chairs as well as the Executive to ensure that the Council continues to develop its effectiveness of Scrutiny of the Executive. The Protocol needs to develop to allow for exception reporting on certain issues. Where the portfolio of the Cabinet Members extends over more than one Committee, the Cabinet Members attendance has been more difficult to plan as the portfolios cross over service areas. In these instances, a system of exception reporting / Lead Cabinet Members needs to be established to ensure a consistent approach that utilises the Cabinet Members time effectively and enables the Committee's to effectively fulfil their role in holding the executive to account.</p>
	2	<p>Continue to utilise and develop the information presented to Members and ensure that the role of the Committee and the intended outcomes are clear.</p>	<p>The Scrutiny covering report has been redeveloped with clear sections to outline the role of the Committee to assist Members in their consideration of items on their work programme. The Committees have been more focused on effective outcomes of meetings, with the Chairs agreeing collectively to implement adding a separate item for conclusions on each of the agendas. This has allowed the Committee to collectively discuss the outcomes of the discussion of the reports on the agenda, and develop their recommendations to ensure that they have the most impact. This also allows the Committee the time to evaluate the evidence they have received during the course of the item, and collectively determine what actions and outcomes come from the meeting.</p>

Intended Outcome	Actions		Update
	3	To develop an appropriate role for Scrutiny within the new arrangements for managing performance, and building scrutiny's performance monitoring role within the new Committee structure.	<p>The new Committee structure has set a clear role for the Committees in the evaluation of Performance of the Council. In the first year the Committees have received quarterly information from the Management hub on the performance of the service areas, and have made recommendations to the Cabinet on the performance. With the Committees having this information prior to Cabinet, the Committees have established their role within the performance reporting arrangements.</p> <p>The Committees will now need to develop their role of include more 'deep dives' into areas of poor performance and consider the budget information alongside the performance information. This will be developed through scrutiny of the service plan over the next year.</p>
<p>Page 67</p> <p><b>The Scrutiny Work Programmes are:</b></p> <ul style="list-style-type: none"> <li>- Consistent;</li> <li>- Sufficiently detailed;</li> <li>- Linked with Cabinet;</li> <li>- Clearly define the role of Scrutiny every item;</li> <li>- The work of the Scrutiny Committees has an impact and results in improvement to a public service.</li> </ul>	4	<p>Undertake a detailed review of the work programmes, and assist the Committees to build their work programmes around key council documents, objectives and risk and focusing on what outcome we are trying to achieve for each item.</p> <p>Limit agenda items to maximum of 3 where possible to allow Members sufficient time to effectively undertake their role.</p>	<p>The Annual forward work programme was developed through the informal meetings of the Committees and training exercises in June /July after the election. Key Council documents were integral to building the work programme.</p> <p>Further work needs to be done to align the work programme of Cabinet to the Committees to ensure that the Committees have sufficient notice of items on the Cabinet work programme to undertake pre decision scrutiny where it feels an issue is of sufficient public interest and an appropriate issue for Scrutiny.</p> <p>Agenda items have for the most part been reduced to 3 items maximum. However the Performance Scrutiny Committee – Place and Corporate has 5 service areas within its remit which has made these agenda more onerous. The development of the Service plan scrutiny will start to address this as the individual plans are spread over two meetings within close proximity. This will ensure that the Committee has a more management agenda and the time to develop more in-depth questioning on the service areas performance.</p>
	5	To develop more detailed selection	This has been completed with a process in place for referrals. No

Intended Outcome	Actions		Update
		criteria so that referrals that were not contributing to corporate objectives were able to be rejected by the Overview and Scrutiny Management Committee (OSMC), making the work programme more focused on outcomes.	referrals have been received from the public, Cabinet Members, Committee members or officers this year.
	6	To continue regular meetings of the Chairs of Scrutiny, the Scrutiny Officer Team and leading Members of the Executive, to ensure a positive relationship continues, and workloads are coordinated effectively.	<p>This is ongoing. The Chairs have met on several occasions this year, and where appropriate have discussed a collective approach to overarching issues, and Scrutiny format of meetings. This needs to be developed over the coming year to develop a collaborative approach that will establish a cohesive scrutiny function across the 4 Committees.</p> <p>The Chairs have been focused on developing the internal processes for the Scrutiny function. This will now need to develop to ensure collaborative working with the Executive and Officers through regular meetings.</p>
	7	Report to OSMC on the progress and effectiveness of scrutiny on a regular basis.	<p>This has been done through this Annual Report.</p> <p>Due to competing pressures and other projects needing prioritisation, the Annual self-evaluation has been postponed until later in the year.</p>
	8	Routinely undertake recommendations monitoring through the OSMC and include a measure of the impact any changes have made to the service users.	<p>This has been done effectively on a regular basis by the OSMC including the Economic Regeneration Strategy, and a detailed review of the City Centre PSPO restrictions which resulted in the Committee making further recommendations to the Council on proposed amendments to the order.</p> <p>The PSC – Partnership have also undertaken recommendations monitoring on the PSB Scrutiny Review groups recommendations and established that the intended outcomes of the review had been met and the current reporting arrangements for scrutiny of the PSB were</p>

Intended Outcome	Actions		Update
			supporting effective scrutiny of the PSB.
<b>Scrutiny promotes and supports the public voice in the decision making process and seek the views of stakeholders routinely within its work programme.</b>	9	Develop the scrutiny webpages to ensure that information on the work of the scrutiny committees and how the public can be involved is accessible.	The website has been updated with more relevant information relevant to the public about Scrutiny. However, the changes proposed within the Public Engagement Strategy are not possible within the current format of the website.
	10	Develop list of stakeholders and utilise this for consultation and seeking public feedback on agenda items.	Due to limited resources within the team this has not been completed.
	11	Publish the Committee work programmes on the website and regularly update these as changes are made.  Ensure that each Committee agenda is promoted using social media.	The Annual work programmes were published in line with the agreed timescales. Agendas and minutes are published on the website; however they are not routinely promoted using social media.  The appropriate processes for this will be established and implemented within the next year.
<b>To develop effective system for scrutiny of the Public Services Board.</b>	12	To implement the actions contained within the PSB Scrutiny final report and report back to Scrutiny on progress made.	Completed.  The Performance Scrutiny Committee – Partnerships have received a report on the recommendations within the PSB Review Group final report, and were satisfied that the arrangements implemented in May 2017 were effective in ensuring that Scrutiny of the PSB was becoming well established, with a clear direction and role for the Committee.

## 9. Actions 2018-19

Intended Outcome	Actions		Timescale
Public Engagement	1	<p>Redevelop the Public Engagement Strategy to ensure arrangements are put in place to support public involvement and participation within scrutiny is encouraged. To include:</p> <ul style="list-style-type: none"> <li>- Utilising social media to promote Committee work.</li> <li>- Encourage public participation and involvement.</li> <li>- Improving the public's engagement with the scrutiny function by using a wider range of engagement methods.</li> </ul>	December 2018 / January 2019
Member Development	2	<p>Ensure an effective member development programme is implemented to support Scrutiny Members to undertake their roles. This will need to include feeding into to an overall member development programme and providing comprehensive support to Members.</p>	<p>Establish training needs September 2018 through reissuing the training and development questionnaire to Members, continue development of programme ongoing throughout the year.</p>
Executive Arrangements	3	<p>Review the arrangements for Cabinet Member attendance at Scrutiny in light of changes to the performance reporting. To enable the Committees to effectively hold Cabinet Members to account for Service Performance, when invited to scrutiny Committees and utilise Cabinet Member time effectively at the meetings.</p>	<p>November 2018 (to align with the Committees considerations of the Service plans and the CM attendance at these meetings.</p>
	4	<p>Improve the planning and links between the Scrutiny Forward Work Programme and the Cabinet.</p>	Ongoing
	5	<p>To continue regular meetings of the Chairs of Scrutiny, the Scrutiny Officer Team to ensure a positive relationship continues, and workloads are coordinated effectively. This will include meetings with the Executive.</p>	Ongoing.

Intended Outcome	Actions		Timescale
<b>Assessing Effectiveness and Impact</b>	<b>6</b>	Review the impact of the new scrutiny structure and arrangements in driving improvement to include a repeat of the Scrutiny Self Evaluation and Peer review exercises	April 2019

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# Scrutiny Report

## Performance Scrutiny Committee – People

### Part 1

Date: 26 July 2018

### Subject Scrutiny Adviser Reports

Author Scrutiny Adviser

The following people have been invited to attend for this item:

Invitee:	Role
Daniel Cooke –Scrutiny Adviser	<b>Present the Committee with the Scrutiny Adviser Reports for discussion and update the Committee on any changes.</b>

## Section A – Committee Guidance and Recommendations

### 1 Recommendations to the Committee

The Committee is asked to:

#### Committee’s Work Programme:

- 1.1 Consider the Committee’s Forward Work Programme (**Appendix 1**):
- Are there any amendments to the topics scheduled to be considered at the next Committee meeting?
  - Are there any additional invitees that the Committee requires to fully consider the topic?
  - Is there any additional information that the Committee would like to request?

#### Action Plan

- 1.2 Consider the Action Plan from the meeting on 21 June 2018 (**Appendix 2**):
- Note the responses for the actions;
  - Determine if any further information / action is required;
  - Agree to receive an update on outstanding issues at the next meeting.

#### Information Reports (**Appendix 3**)

- 1.3 Note any information reports that have been circulated to the Committee this month;

## 2 Context

### Background

- 2.1 The purpose of a forward work programme is to help ensure Councillors achieve organisation and focus in the undertaking of enquiries through the Overview and Scrutiny function. Effective work programming is essential to ensure that the work of Overview and Scrutiny makes a positive impact upon the Council's delivery of services.
- 2.2 Further information about the work programming process, including the procedures for referring new business to the programme, can be found in our Scrutiny Handbook on the Council's Scrutiny webpages ([www.newport.gov.uk/scrutiny](http://www.newport.gov.uk/scrutiny)).
- 2.3 The Centre for Public Scrutiny's Good Scrutiny Guide recognises the importance of the forward work programme. In order to 'lead and own the process', it states that Councillors should have ownership of their Committee's work programme, and be involved in developing, monitoring and evaluating it. The Good Scrutiny Guide also states that, in order to make an impact, the scrutiny workload should be co-ordinated and integrated into corporate processes, to ensure that it contributes to the delivery of corporate objectives, and that work can be undertaken in a timely and well-planned manner.

### Forward Work Programme Updates

- 2.4 The Committee's work programme was set in June 2018, including estimated timescales for when the reports will be considered by the Committee. This programme is then managed and implemented by the designated Scrutiny Adviser for this Committee under the direction of the Committee Chairperson.
- 2.5 The Committee agreed to keep a degree of flexibility within its work programme to enable the Committee to respond to urgent / emerging issues. This item is an opportunity for the Committee members to raise any suggested additions to the work programme.

### Action Sheet – 21 June 2018

- 2.7 Attached at **Appendix 2** is the action sheet from the Committee meeting on 21 June 2018. The responses to completed actions are included in the table.
- 2.8 For the actions that do not have a response – these will be included on the action sheet at the next meeting to ensure that the Committee can keep track of outstanding actions.

### Information Reports

- 2.6 No information reports have been circulated to Committee this month.

## 3 Information Submitted to the Committee

- 3.1 The following information is attached:

**Appendix 1:** The current Committee forward work programme;  
**Appendix 2:** Action Sheet – 21 June 2018 Committee meeting

## 4. Suggested Areas of Focus

### Role of the Committee

**The role of the Committee in considering the report is to:**

- **Forward Work Programme**

Consider:

- Are there any amendments to the topics scheduled to be considered at the next Committee meeting?
- Are there any additional invitees that the Committee requires to fully consider the topic?
- Is there any additional information that the Committee would like to request?

- **Action Sheet – 21 June Meeting**

- Consider the responses to the actions from the meeting;
- Are you satisfied that you have received the necessary information?
- Are there any further issues arising from the responses that you would like to raise?
- For the actions that do not have responses – these actions will be rolled over to the next meeting and reported back to the Committee.

## Section B – Supporting Information

### 5 Supporting Information

- 5.1 The Corporate Assessment, and the subsequent [follow up assessment](#) provide background information on the importance of good work programming. Specific reference is made to the need to align the Cabinet and Scrutiny work programmes to ensure the value of the Scrutiny Function is maximised.
- 5.2 The latest Cabinet work programme was approved by the Cabinet on a monthly basis for the next 12 months and includes the list of reports scheduled for consideration. Effective forward planning by both Cabinet and Scrutiny needs to be coordinated and integrated in relation to certain reports to ensure proper consultation takes place before a decision is taken. A link to the Cabinet work programme is provided [here](#) to the Committee as part of this report, to enable the Committee to ensure that the work programmes continue to reflect key decisions being made by the Cabinet.

### 6 Risk

- 6.1 If proper work programming procedures are not put in place, the organisation and prioritisation of the work programme is put at risk. The work of Overview and Scrutiny could become disjointed from the work of the rest of the Council, which could undermine the positive contribution Overview and Scrutiny makes to service improvement through policy development.
- 6.2 This report is presented to each Committee every month in order to mitigate that risk. The specific risks associated with individual topics on the work programme will need to be addressed as part of the Committee's investigations.

## **7 Links to Council Policies and Priorities**

- 7.1 Having proper work programming procedures in place ensures that the work of Overview and Scrutiny makes a positive impact upon the Council's delivery of services, contributes to the delivery of corporate objectives, and ensures that work can be undertaken in a timely and well-planned manner.

## **6 Financial Implications**

- 6.1 There will be financial consequences for some of the reviews undertaken. These will be commented upon by the Head of Finance as the reports are presented. The preparing and monitoring of the work programme is done by existing staff for which budget provision is available.

## **7 Background Papers**

- [The Essentials - Wellbeing of Future Generation Act \(Wales\)](#)
- [Corporate Plan](#)
- [Cabinet Work Programme](#)
- The Corporate Assessment and [follow up assessment](#).

Report Completed: July 2018

Thursday, 20 September 2018

Topic	Role / Information required	Invitees
Pill PSPO – Recommendations Monitoring	<p>To consider how effectively the recommendations made in relation to the Pill PSPO have been implemented.</p> <p>Update from the Service area on the implementation of the recommendations.</p> <p>Summary of the background to the item and a list of the recommendations as approved and implemented by the Council.</p>	<ul style="list-style-type: none"><li>- <b>Gareth Price – Head of Law and Regulation</b></li><li>- <b>Jonathan Keen – Regulatory Service Manager – Environment and Community</b></li><li>- <b>Representatives from the Police</b></li></ul>
Annual Information Risk Report	<p>To consider the Annual Information Risk Report 2016-17, opportunity to comment on the draft Annual Information Risk Report and the Council’s information governance arrangements, and provide comments for consideration by the Cabinet Member.</p> <p>An assessment of the information governance arrangements for the Council as outlined in the Information Risk Management Policy and identify where further action is required to address weaknesses and make improvements.</p>	<ul style="list-style-type: none"><li>- <b>Rhys Cornwall – Head of People and Business Change</b></li><li>- <b>Mark Bleazard - Information Development Manager</b></li></ul>

Thursday, 15 November 2018

Topic	Role / Information required	Invitees
Corporate Plan – Recommendations Monitoring	<p>To consider how effectively the Committee’s recommendations made in relation to the Corporate Plan have been implemented.</p> <p>Update from the Chief Executive on the implementation of the recommendations.</p>	<ul style="list-style-type: none"><li>- <b>Rhys Cornwall – Head of People and Business Change</b></li><li>- <b>Will Godfrey – Chief Executive</b></li><li>- <b>James Harris – Strategic Director – People</b></li><li>- <b>Beverly Owen – Strategic Director - Place and Corporate</b></li></ul>
Performance Management Strategy Recommendations Monitoring	<p>To consider how effectively the Committee’s recommendations made in relation to the Performance Management Strategy have been implemented.</p> <p>Update from the Head of People and Business Change on the implementation of the recommendations.</p>	<ul style="list-style-type: none"><li>- <b>Rhys Cornwall – Head of People and Business Change</b></li></ul>
Consultation and Public Engagement Review	<p>Consider how the Council has approached consultation with the public, and how effective the Council has engaged with the public.</p> <p>The Committee role is to establish if the Officers have identified the areas for improvement and any actions which can be carried forward.</p>	<ul style="list-style-type: none"><li>- <b>Rhys Cornwall – Head of People and Business Change</b></li><li>- <b>Tracey McKim – Partnerships and Involvement Manager</b></li></ul>

**INFORMATION REPORTS**

Topic	Information	Timescale / Deadline
Annual Corporate Safeguarding Reports	Also an Information report to the Performance Scrutiny Committee – People	As and when it occurs
Care Close to Home Strategy	Also Information Report to Performance Scrutiny Committee- Partnerships	October /November
CIW Inspection Report	To be included with Performance report	As and when it occurs
Quality of Care	Also an Information report to the Performance Scrutiny Committee - People	As and when it occurs
Adult & Community Service Plan	Service Plans	As available
Children and Young People Service Plan		
Education Service Plan		

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**Performance Scrutiny Committee - People  
ACTION SHEET – 26 July 2018**

	<b>Agenda Item</b>	<b>Service area / Performance measure</b>	<b>Action</b>	<b>Responsibility</b>	<b>Outcome</b>
1	Corporate Safeguarding	<b>Children and Young People Services</b>	Scrutiny Adviser to send the Committee's comments and recommendations to the Corporate Safeguarding Manager and Cabinet Member for acknowledgement	Daniel Cooke	<b>Awaiting response</b>
Page 81	Corporate Safeguarding	<b>Children and Young Peoples Services</b>	Inform the Cabinet Member of the Committee's concerns relating to the role of the Cabinet Member in Safeguarding and the Safeguarding Champions	Daniel Cooke	<b>Awaiting response</b>
3	Economic Regeneration	<b>Regeneration, Investment and Housing</b>	Scrutiny Adviser to send the Committee's comments and recommendations to the Head of Service and Cabinet Member for acknowledgement	Daniel Cooke	<b>Awaiting response</b>
3	Forward Work Programme Update	<b>Scrutiny</b>	The Committee <b>approved</b> the report and the items to be considered during the next two meetings.	Overview and Scrutiny Officer	<b>Work programme updated.</b>

