

Agenda



Overview and Scrutiny Management Committee

Date: Thursday, 18 April 2019

Time: 10.00 am

Venue: Committee Room 1 - Civic Centre

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

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 07/03/2019</u> (Pages 5 - 10)
5	<u>Annual Corporate Safeguarding Report</u> (Pages 11 - 40)
6	<u>WAO - Wellbeing of Future Generations report</u> (Pages 41 - 64)
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>Annual Forward Work Programme</u> (Pages 65 - 76)

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Agenda



Pwyllgor Rheoli Trosolwg a Chraffu

Date: Dydd Iau,, 18 Ebrill 2019

Time: 10 y.b.

Venue: Ystafell Bwyllgora 1 - Canolfan Ddinesig

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

Item	Wards Affected
1	<u>Agenda yn Gymraeg</u>
2	<u>Ymddiheuriadau am Absenoldeb</u>
3	<u>Datganiadau o Fuddiant</u>
4	<u>Cofnodion y Cyfarfod a 7 Mawrth 2019</u>
5	<u>Diogelu Corfforaethol Blynnyddol</u>
6	<u>Adroddiad archwiliad Llesiant Cenedlaethau'r Dyfodol Swyddfa Archwilio Cymru</u>
7	<u>Casgliadau Adroddiadau Pwyllgor</u> Yn dilyn cwblhau adroddiadau'r Pwyllgor, gofynnir i'r Pwyllgor ffurfioli ei gasgliadau, argymhellion a sylwadau ar eitemau blaenorol ar gyfer gweithredu.
8	<u>Rhaglennu Gwaith Cychwynnol Flynyddol</u>

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Minutes



Overview and Scrutiny Management Committee

Date: 7 March 2019

Time: 10.00 am

Present: Councillors J Guy (Chair), M Al-Nuaimi, G Berry, C Evans and C Ferris

In Attendance: E Blayney (Scrutiny and Governance Manager) and L Davies (Governance Officer)

Apologies: Councillors M Evans, L Lacey and K Thomas

1 Declarations of Interest

None

2 Minutes of the Meeting held on 31 January 2019

The minutes of the meeting held on 31 January 2019 were approved as a true and accurate record.

3 Waste Service Review

Attendees:

- Gareth Jones, Wales Audit Office Lead
- Paul Jones, Head of Streetscene and City Services
- Silvia Gonzalez-Lopez Service Manager Waste & Cleansing
- Councillor Roger Jeavons, Cabinet Member for Streetscene and City Services

The Wales Audit Office Lead presented a brief overview to the Committee and highlighted the key areas for consideration. In the conclusion to the follow up review it was found that the Authority had made progress in addressing some of the Wales Audit Office proposals for improvement, but still lacked strategic direction to secure sustainable improved outcomes.

Members asked the following:

- Members of the Committee asked the Head of City Services if they accepted the findings of the report made by the Wales Audit Office. Officers confirmed that some of the findings in the report were aimed at corporate level, and some of the issues were regarding the waste board.
- Members asked Officers to confirm if they had published a waste strategy. Officers replied explaining that the field work for the review had been conducted 6 months ago, and that the outcomes of the review were recently presented to the Cabinet Member. The Cabinet Member had made key decisions to provide the strategic direction of the Waste Strategy and that the key outcomes of the Policy

Review Groups recommendations were being considered as part of this decision making.

- A Member felt that education was a principal mechanism to increase recycling within the Authority, asking Officers whether the Waste Strategy could include recycling education starting with in schools as an important key component. Officers confirmed that engagement with schools was ongoing. There was no evidence to suggest that education alone would increase recycling without restricting the amount of landfill waste that could be collected. Newport has a 60% rate of recycling and had taken key steps to ensure that this figure increased in line with the necessary changes needed to meet Welsh Assembly Targets.
- A Member expressed concerns regarding the recycling of food, referring to the report. Members asked Officers to confirm what issues the authority were facing in relation to food waste. The Officer confirmed that food recycling was on the lower side, but that the Authority had recently run a campaign in the Newport Matters Paper, reinforcing the importance of recycling, which included food recycling.
- Members enquired about the relationship between the Authority and Wastesavers, asking for confirmation on level of communication between the organisations, and how often reporting was fed back and challenged. The Officers explained that the Authority had a good service contract relationship with Wastesavers, communicating on a daily basis, holding monthly meetings to analyse tonnage and discuss key performance indicators.
- A Member expressed concerns over the Authority potentially issuing fines to residents for non-conformance. Members also asked if the targets set by Welsh Government were realistic. The Officers confirmed that the fines would be a last resort, that the system would be tiered, and only put into practise for residents who repeatedly refused to recycle. The Officers also confirmed that the terms of the targets set by Welsh Government were targets based on One Wales One Planet.

The Chair thanked the officers and Cabinet Member for attending.

Conclusion - Comments to the Cabinet

The Committee noted the progress being made in relation to the Waste Strategy and in addressing the issues raised within the Audit Report.

The Committee felt that there was a need for the Authority to establish a clear Waste Strategy document, and associated action plan for actions to be implemented to achieve the strategic aims. The Committee asked the Officers to confirm if a Waste Strategy document would be created, and when it was anticipated that it would be finalised.

The Committee requested that the Waste Strategy be circulated to Scrutiny Members once finalised.

The Committee agreed to forward these comments to the Cabinet Member – Street scene and the relevant officers for consideration.

The Committee noted that the role of monitoring the performance of the implementing the strategy, and the recommendations within the WAO report was not within its remit

under the Committee's terms of reference. Ongoing monitoring of this would be referred to the Performance Scrutiny Committee – Place and Corporate for inclusion in its work Programme for next year as appropriate to avoid duplication of work,

4 **Scrutiny Adviser Reports**

Attendees:

- Elizabeth Blayney - Scrutiny and Governance Manager

a) Forward Work Programme Update

The Scrutiny Adviser presented the Forward Work Programme, and informed the Committee of the topics due to be discussed at the next committee meeting:

18 April 2019, the agenda items;

- Economic Regeneration
- Corporate Safeguarding

The Scrutiny and Governance Manager outlined changes to the work programme that the Committee had previously agreed. Corporate Safeguarding was due to be considered at this meeting, however the Chair had agreed to defer pending changes to the report.

Economic Regeneration – the Committee would now be receiving a WAO Review of Economic Regeneration prior to a review of the strategy.

The Committee approved the updated work programme.

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**Performance Scrutiny Committee – Overview and Scrutiny Management
ACTION SHEET – April 2019**

	Agenda Item	Service area / Performance measure	Action	Responsibility	Outcome
1	Draft Budget Proposals and MTFP	Council Wide	Report requested on the aspirations and impact of the final budget on the Council's long term aims and objectives as set out in the Corporate Plan	Head of Finance	Ongoing
2	Draft Budget Proposals and MTFP	Council Wide	Receive an update from the Consultation and Engagement Group after their March 5 th meeting.	Head of people and Business Change	Completed – emailed to Members on 5/4/19
3 Page 9	Draft Budget Proposals and MTFP	Council Wide	The Wales Audit Office report on the embedding of the Wellbeing of Future Generations Act to be circulated to the Committee.	Head of People and Business Change	Completed –emailed to Members on 5/4/19
4	Draft Budget Proposals and MTFP	Council Wide	Receive a documented procedure of the Budget Process of the annual budget process, with specific feedback when requested	Head of Finance	Ongoing
5	Waste Services Review	City Services	Confirm if a Waste Strategy would be completed and when this document would be finished.	Head of City Services	Completed – Would be reported to the PSC – Place and Corporate Committee.
6	Forward Work Programme Update	Scrutiny	The Committee approved the report and the items to be considered during the next two meetings.	Scrutiny Adviser	Work programme updated.

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Scrutiny Report

Overview and Scrutiny Management Committee

Part 1

Date: 18th April 2019

Subject Annual Corporate Safeguarding 2018/19

Author Scrutiny Adviser

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

Invitee:	Area / Role / Subject
Sally Ann Jenkins	Head of Children and Young Peoples Service
Mary Ryan	Head of Corporate Safeguarding

Section A – Committee Guidance and Recommendations

1 Recommendations to the Committee

The Committee is asked to

1. Consider the Annual Corporate Safeguarding Executive Summary report, to scrutinise and review the progress of the key priority work plans for both corporate safeguarding arrangements and the safeguarding specific teams.
2. Determine if it wishes to make any comment / recommendations to Cabinet regarding the report and the how the Council is managing corporate safeguarding.

2 Context

Background

- 2.1 Safeguarding, whether concerning children or adults is of paramount importance and accordingly occupies a high priority within the Council’s services.
- 2.2 Hitherto, reports on aspects of safeguarding responsibilities of the Council have been reported in the past to a joint Committee or individual Committees whom the relevant safeguarding matters relate to. This has been programmed for scrutiny on a regular basis annually.

- 2.3 Safeguarding is a complex topic in so far as safeguarding responsibilities are present in all aspects of Council Services and external life activities. The theme of safeguarding is therefore present in all aspects of Council Services, functions and duties. Due to the overarching corporate significance the Corporate Safeguarding and relating Individual Teams Key Priority Plans are being brought to the Overview and Scrutiny Management Committee.
- 2.4 This report combines the relevant portfolio areas for Committees with scrutiny safeguarding roles and enables the topic of safeguarding across the spectrum to be addressed at the same time.
- 2.5 The report firstly seeks to make Members aware of the scope and detail of the Council's safeguarding services and role of the Committee. The Committee's role will be to monitor the performance of each element of the service action plan provided and to comment on planned activity for the coming period. The overall aim is to ensure that the theme of "safeguarding" becoming fundamentally embedded within all aspects of council services.
- 2.6 In order to maintain and improve understanding of the services provided and roles associated with safeguarding, as Councillors and Scrutiny Members specifically, Members are asked to endorse the planning and future provision of suitable training through a range of opportunities.

Previous Consideration of Corporate Safeguarding

- 2.7 The Overview and Scrutiny Management Committee received the first Corporate Safeguarding Executive Summary at their [June 2018](#) meeting.
- 2.8 The Scrutiny Committee's meeting made a number of recommendations and comments for the Cabinet Member and the Officers, these included;
- Role of Cabinet Member within the report
 - Safeguarding Champions
 - Strategy document vs annual action plan
 - Communication
 - Collaboration with EAS
 - Training for staff and Members
 - Future reporting on Corporate Safeguarding
- 2.9 As Scrutiny is not a decision making forum, the Scrutiny Committee's review and subsequent comments / recommendations on this matter will be reported to the Cabinet for consideration and action.
- 2.10 As Elected Members, and Scrutiny Members, the Committee has an important role in considering the arrangements that the Council has in place for Safeguarding, Corporately and for those in direct contact with vulnerable groups.

3 Information Submitted to the Committee

- 3.1 Attached at **Appendix 1** is the Annual Corporate Safeguarding Executive Summary update. This report provides key information on the topic of "safeguarding" for members, provides information on how well the council is achieving on its safeguarding arrangements, and provides a specific focus on the areas in which the performance is AMBER or RED.

4. Suggested Areas of Focus

Role of the Committee

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

- Establish whether associated key priorities and themes are appropriately addressed within the Action Plan (2018/2019) and planned actions are geared to meet the objectives within the timescale concerned.
- Determine whether there are any perceived areas of practice where objectives are not effectively addressed or met (both Corporate or within specific work plans of the Safeguarding Unit)
- Consider whether the structure for the Newport Safeguarding Unit Structure and Individual Teams Key Priority Plans is appropriate to meet the Council's responsibilities for safeguarding matters.
- Consider whether an adequate monitoring and performance management framework and measures are in place to ensure an appropriate level of management on an ongoing basis and to consider possible arrangements for the Committee to implement.
- Consider the level of planning and future provision of suitable training through a range of opportunities for Members in their roles as Councillors and Members of Scrutiny Committees.

4.1 Suggested Lines of Enquiry

The following broad lines of enquiry have been adapted from the Centre for Public Scrutiny / Improvement and Development Agency 'Safeguarding Children Scrutiny Guide' as areas to consider when thinking about safeguarding both children and adults:

4.1.1 Partnership Working:

- Is the relationship between the Council and the Regional Safeguarding Boards (SEWSCB; GWASB; VAWDASVB) clear and working effectively to improve outcomes for children and adults?
- Scrutiny arrangements - Is the Scrutiny Committee for Partnerships aware of all relevant partnerships and are they included on their Forward Work Programme?

4.1.2 Quality and Performance:

- Is there evidence that learning from the regional boards leads to service improvement at system and frontline practitioner level? For example, how embedded and integrated is the learning following Child Practice Reviews/ Adult Practice Reviews to local practice within Newport Social Services?
- How is the Council and the Regional Safeguarding Boards gathering and using the experiences of children, young people and families to inform improvements to safeguarding arrangements?
- Is there a robust assessment process in place for both children and adults who may have care and support needs and are outcomes well understood?

4.1.3 **Practice:**

- Are universal services supporting vulnerable children well and are there adequate and effective early intervention or prevention services in place for children and families? What safeguards are there to protect children and families from inappropriate child protection interventions?
- Are services reaching the most vulnerable groups e.g. children with disabilities, children in families affected by substance misuse, domestic violence or parental mental illness and children from refugee and asylum seeking communities?
- Do all Care and Support Plans contain specific, achievable, focussed outcomes intended to safeguard and promote the well-being of the person?
- Are these plans measureable and are those care and support plans for children identified in need of protection independently reviewed?
- What is the quality and frequency of supervision and training given to frontline staff? Does supervision routinely address safeguarding practice and performance?
- Role of Members – is the role for Members clear, and accountable?

Section B – Supporting Information

5 Supporting Information

5.1 The Corporate Safeguarding report includes the following action plans to support the Corporate Safeguarding 2018/19 report;

- Corporate Safeguarding Action Plan
- Adult Safeguarding Team Plan
- Child Exploitation Team Plan
- Local Authority Designated Officer
- Independent Reviewing Officer Team Plan

6 Links to Council Policies and Priorities

- The Annual Corporate Safeguarding report has links to both the *Aspirational People* and *Resilient Communities* Corporate Plan Commitments and the related Wellbeing Objectives:

Well-being Objectives	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
Corporate Plan Commitments	Thriving City	Aspirational People		Resilient Communities
Supporting Function	Modernised Council			

7 Wellbeing of Future Generation (Wales) Act

5 Ways of Working	Types of Questions to consider:
<p>Long-term The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.</p>	<p>Can the Officers provide actions to any of the Amber and Red</p> <p>Are there any long term trends developing that could affect how this plan is implemented to how the actions are prioritised?</p>
<p>Prevention Prevent problems occurring or getting worse.</p>	<p>How are you ensuring that the needs of the service users monitored and are taken into account when developing the long term strategy?</p> <p>The PRG recommended that education around proper recycling is important to increasing recycling rates, what is the Council doing to increase people's knowledge of how to recycle appropriately?</p>
<p>Integration Considering how public bodies' wellbeing objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.</p>	<p>How does the Council's implementation of the plan impact upon the services of other public bodies and their objectives?</p>
<p>Collaboration Acting in collaboration with any other person (or different parts of the organisation itself).</p>	<p>How are you using the knowledge / information / good practice of others to inform / influence the Council's work?</p>
<p>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.</p>	<p>How as a Council are we ensuring we are consistently seeking the views of those who are impacted through the implementation of the plan?</p> <p>While developing a long term strategy, how are you ensuring the diverse communities are involved in your decision making?</p>

8. Background Papers

Include all additional documents that are referenced in the report, and those that you have used as background reading. Hyperlink to online versions of them if available.

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

Report Completed: March 2019

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Submission of Evidence to Scrutiny

Authors: Safeguarding Service Manager
Consultant Social Worker- Safeguarding
Date: March 2019

Corporate Safeguarding (2018- 2019)

- Purpose**
- To, present the annual corporate safeguarding report which monitors, scrutinises and objectively plans on the theme of “*safeguarding*” being fundamentally embedded within all aspects of council services, functions and duties.
- To provide Scrutiny with essential and key information to allow them to effectively scrutinise the Council’s safeguarding practice.
- To update Cabinet members on the work that has been undertaken to improve arrangements for safeguarding and protecting children and adults who require specific Council services and to ensure that these arrangements are effective.
- The Committee is asked to scrutinise and review the progress of key priority work plans for both Corporate Safeguarding arrangements and the safeguarding specific teams.
- Summary**
- This is the second review of the annual corporate safeguarding report. The committee’s recommendations made in February 2018 regarding the original report format have been accepted and there has been a significant re-modelling of the report to present Scrutiny with a revised strategic and synthesised document.
- Proposal**
- To, scrutinise and review the progress of the key priority work plans for both corporate safeguarding arrangements and the safeguarding specific teams.

1. Background

1.1 The Corporate Safeguarding Report was established in 2015 with the objective of reporting on Newport's performance based on the recommendations from The Wales Audit Office 'Review of Corporate Safeguarding Arrangements in Welsh Councils' (2014), in addition to bringing together all of the other safeguarding reporting strands across the council into one safeguarding reporting route. The Learning, Caring and Leisure Scrutiny Committee ratified the initial Corporate Safeguarding Annual Report and Action Plan in April 2015, since restructuring within the Council this report has since been reviewed by the Overview and Scrutiny Management Committee.

1.2 When the Corporate Safeguarding Report was reviewed in February 2018 the scrutiny committee requested that the detail on providing members with "safeguarding" as a topic was reduced and future reports were formatted to present only strategic and performance based updates for members to scrutinise and review, therefore, the structure of this report has been amended to accept these requests.

1.3 Newport City Council remains an active member of the "Gwent Safeguarding", which is an amalgamation of the two specific regional boards, the South East Wales Safeguarding Children's Board (SEWSCB) and Gwent Wide Adult Safeguarding Board (GWASB); working alongside both boards we also have strong partnership and embedding of the Violence Against Women, Domestic Abuse and Sexual Violence Partnership Board (VAWDASVB).

1.4 Newport officers are involved at all levels of the work of the three boards. Heads of Children and Adult services are members at both Boards, the safeguarding service manager for Newport chairs the business planning meeting for both boards and also chairs the local safeguarding network meetings in Newport. The local safeguarding network in Newport meets bi monthly and is well attended from all partner agencies across Newport for Adults, Children and specialist services. The local safeguarding network also arranges 2 practitioner events per year, which is open to all practitioners in Newport. The events update practitioners on all local and regional developments such as learning/messages from Child/Adult practice reviews, new services and local developments, as well as introducing updated policies and/or procedures.

1.5 Data for Welsh Government key performance measures for children and adults. (these P.I's are currently under review with WG)

<p>% of adult protection enquiries completed within statutory timescales</p>	<p>97.9% (YTD)</p>	<p>Newport have performed well in respect of the response to the “Duty to report an adult at risk”, as 97.9% of all referrals received have a decision made within the statutory timescale of 7 working days in respect of the potential adult at risk. The WG target being 90% and the Welsh average currently recorded as 85.2%.</p>
<p>% of re-registrations of children on local authority child protection register</p>	<p>1.9% (YTD)</p>	<p>The percentage of re-registrations of children on Newport’s Child Protection Register within the year in this period is currently 1.9%, the target is 10% and the Welsh average is 5.4%.</p> <p>The actual number of re-registrations in this period has been very low, illustrating good safeguarding practice and that Newport is performing well in terms of achieving the identified outcomes/ needs of safeguarding plans for children.</p>
<p>Average length of time for all children on the child protection register during year</p>	<p>233.3 (YTD)</p>	<p>We are performing well in terms of this indicator, which illustrates that children identified “at risk” are being supported appropriately, statutory intervention and timetabling is taking place in a timely way and when statutory intervention is no longer required this is respected and the right service/ support is provided to the child/ family. The target is 260 days, the Welsh average is 248.9.</p>

Qualitative data:

Survey data responding to “People reporting that they feel safe”
 As the survey window is currently still active (1st September- 31st March 2019) there are no survey findings which can be presented currently.

1.6 Internal Audit Report “Safeguarding Audit Review 2017/2018” findings:-

In May 2018 an internal audit for safeguarding based on the recommendations of the WAO report was conducted, the audit opinion was graded as ‘Reasonable’ “where the assurance rating reflects that the systems reviewed are adequately controlled although some risks were identified which may compromise the overall control environment (although no critical risks were identified)”. Of the weaknesses identified an approved action plan in relation to these recommendations has been completed and has already addressed/ actioned a number of the weaknesses (i.e. reviewing the policies so they are up to date), the other identified areas have been linked to the MI Hub performance requirements or are specific actions for the Safeguarding Service Manager to complete with an agreed timescale.

1.7 Scrutiny Recommendations 2017/18

Scrutiny requested a detailed report of the full functions of all Newport Senior Officers in relation to Safeguarding.

Functions of Key Officers in Newport City Council Safeguarding:

Chief Executive Officer - Fulfilled by: Will Godfrey

The Chief Executive Officer has the overall responsibility for ensuring that there are effective safeguarding arrangements for children and adults and that these are in place. This will include suitable policies, practices and procedures and that they are implemented appropriately.

The Chief Executive Officer is also responsible for ensuring effective corporate governance arrangements and that all statutory requirements are being met.

Statutory Director of Social Services - Fulfilled by Strategic Director (People): James Harris

The Statutory Director has the final and indivisible responsibility for safeguarding issues and is responsible for ensuring that the Council has appropriate safeguarding measures to protect children, young people and adults at risk. The Statutory Director is also responsible for reporting at a National level via the Directors report for Social Services to Welsh Government and at the corporate level to Elected Members on the effectiveness of safeguarding arrangements.

The Statutory Director is responsible for the following:

- Overseeing the process of implementing, monitoring and improving the safeguarding and protection procedures for children, young people and adults at risk.
- Ensuring that there are robust reporting arrangements and processes for safeguarding children and adults at risk and to report at corporate level and to Elected Members;
- Ensuring that there are effective links to the South East Wales Safeguarding Children's Board (SEWSCB) and to the Gwent Wide Adults Safeguarding Board (GWASB)
- Raising the profile of safeguarding, supporting and ensuring that the Council complies fully with the Policy and Guidelines for Safeguarding children, young people and adults at risk;
- Promoting public awareness of issues relating to safeguarding children, young people and adults
- The effectiveness of safeguarding arrangements is reported in the Director of Social Services Annual Report.

Lead Cabinet Member for Social Services - Fulfilled by Lead Member: Paul Cockeram

The Lead Cabinet Member for Social Services will support the Chief Executive Officer and Statutory Director in;

- Raising the profile of safeguarding, supporting and ensuring that the Council complies fully with the Policy and Guidelines for Safeguarding children, young people and adults at risk;
- Promoting public awareness of issues relating to safeguarding children, young people and adults;
- Ensuring that there are robust reporting arrangements, processes for safeguarding children and adults at risk and these are scrutinised at corporate level with Elected Members annually, and recommendations provided for the authority to note and take appropriate action through the scrutiny process.
- The Overview & Scrutiny Committee will receive an annual report in respect of compliance with the corporate safeguarding policy prior to the report being received at Cabinet.
- The Lead Member will work closely with, and take professional advice from, a range of Senior Officers within the Authority, as appropriate.

(All elected Members will be invited to attend training in respect of safeguarding children and adults at risk and additional safeguarding training needs, e.g. in relation to their portfolios will be addressed as part of ongoing training).

Heads of Service for Social Services - Fulfilled by: Sally Ann Jenkins (Children and Young People Services) and Chris Humphries (Adult & Community Services)

The Heads of Service for Social Services are responsible for ensuring the effective delivery of safeguarding arrangements for children and adults at risk. They will support the Statutory Director and Lead Cabinet Member in ensuring that the Council has effective safeguarding measures to protect children, young people and adults at risk in the reporting requirements at a National level via the Directors report to Welsh Government and at the corporate level to Elected Members. They will delegate specific safeguarding duties via their service managers and team managers.

Heads of service are also members at both regional safeguarding boards and are responsible for ensuring that safeguarding learning/ protocols/ requirements from the regional boards are implemented within local practice.

They are responsible for raising the profile of safeguarding, supporting the policies and procedures and ensuring that the Council complies fully with Guidelines for Safeguarding children, young people and adults at risk.

Ensuring work identified via the Corporate Safeguarding Action Plan has been addressed and when this has not occurred that appropriate measures have been taken.

Safeguarding Service Manager - Fulfilled by: Mary Ryan

The Safeguarding Service Manager is responsible for ensuring the effective delivery of safeguarding arrangements for children and adults at risk. The Service Manager will;

- Inform the Heads of Service and lead Member via the annual scrutiny process that the Council's procedures regarding safeguarding are robust and compliant;
- Develop and maintain the policy for safeguarding across all Council service areas;
- Consider and understand the implications of Child and Adult Practice Reviews and Domestic Homicide Reviews and translate these into the action plans of the safeguarding Action plans of the corporate safeguarding report and Directors Report for Social Services;
- Identify and consider information about trends in relation to safeguarding issues and to respond and challenge these through the on-going work plans of the corporate safeguarding action plans and service plans.
- Be responsible for completing the annual corporate safeguarding report for scrutiny and for ensuring that actions identified within the work plans are completed and reported upon.

“Safeguarding Champions” for each service area - Fulfilled by: See Register of Safeguarding Champions (appendices)

The role of the “Safeguarding Champion” is;

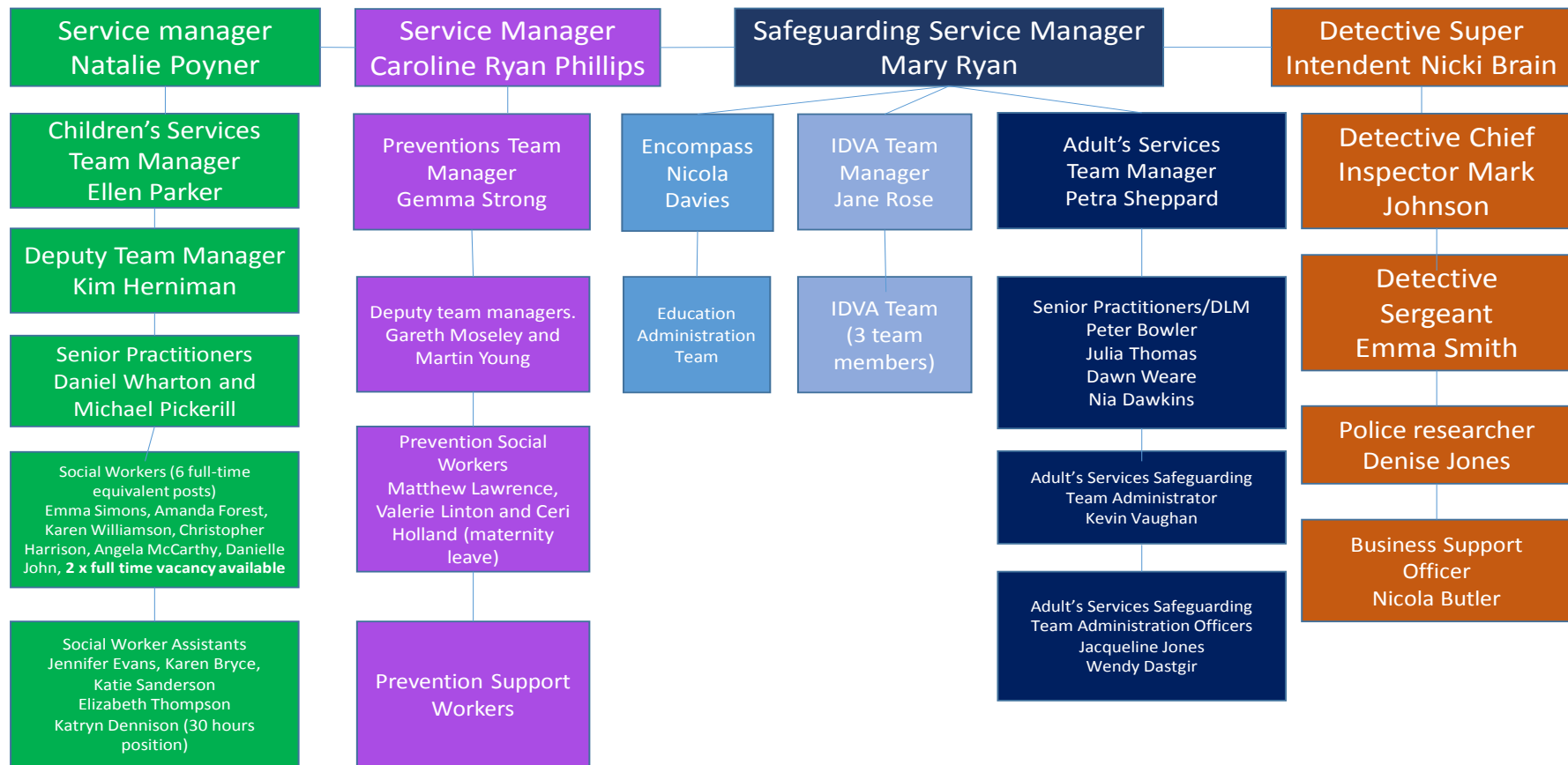
- To act as a resource and a point of contact for colleagues who require support and guidance with safeguarding issues. However, it is not the role of the Safeguarding Champion to be responsible for the submission of referrals on behalf of the service area.
- To cascade/disseminate safeguarding information received to colleagues within their teams.
- To maintain safeguarding as a standing agenda item at team meetings.
- To support staff in identifying those in need of protection and assist in their understanding of the action they need to take.
- To maintain an awareness of the Council’s policy and procedures in relation to Safeguarding including the referral processes to be followed internally within the organisation.
- To encourage colleagues to recognise and be aware of trends and themes within their area and communicate these as appropriate to line manager and safeguarding leads.
- To commit to attending the Bi-Annual Safeguarding Champions Forums (2 hour session).

2. Update on Newport Safeguarding Hub (Pilot)

2.1 Newport City Council recognises it is one partner in the multiagency approach to “Safeguarding” so it is vital that we work collaboratively with other agencies to achieve our safeguarding aims. The development and implementation of the Newport Safeguarding Hub (Pilot) affords greater collaborative working and planning to ensure effective safeguarding arrangements are in place to protect the citizens of Newport. preliminary findings suggest that there has been an improved way of working certainly between the statutory partner agencies of Police and Social Services in expediting decision making for duties to enquire (Children’s Services). Partner qualitative feedback has also indicated that there has been some improvement in information sharing which has led to better decision making/ improved outcomes which would therefore lead to an improved journey and outcome for the citizen.

2.2 Although key quantitative data from the HUB cannot be provided at this stage considering the data extrapolated from the Director’s Annual Report For Social Services relating to “Duty to Enquire” measures for Adults at Risk and based upon the qualitative feedback from partners thus far the benefits of such a resource are recognisable, however, it is noted from professionals operating within the hub that without an alternate approach from statutory partners in Health particularly, the current model of practice in the Hub pilot is limited and the longevity and usefulness of the collaborative way of working will not be delivered upon. Therefore, this needs to be kept in mind in relation to future

developments and planning. Safeguarding HUB partners and structure.



Page 24

3. Communicating with public/ hard to reach/ vulnerable groups on the theme of “safeguarding”

3.1 Members concerns regarding the communication methods currently being used with the public predominantly focussing on web based platforms has been acknowledged, it is recognised that other methods of communication including Newport Matters; leaflets; and disseminating information via partner agencies are all avenues which must be considered and utilised as alternative methods to interact and engage with the

public, particularly harder to reach and vulnerable groups. Members are respectfully reminded that there are also legal requirements under the new legislation and regulations that as a Council we must provide certain information in web based formats and that often, this is the most accessible and easily developed form of communication.

3.2 Members are advised that the proposed key “safeguarding” information that the Council intends to communicate to the citizens of Newport in the forthcoming period is as follows;

(NB. A full equalities and needs impact assessment is yet to be completed and strategies for dissemination to be considered and agreed with communication and marketing department)

What are we going to communicate?	Who is our target audience?	How will we communicate?	When will we communicate it?
Are you Caring for somebody else’s child?	Any Adult in the Newport population who may be caring for a child who is not their own child and is unaware that they may have a private fostering arrangement or other arrangement which the local authority should be aware of.	<p>Initial Advert in Newport Matters/ Newport Comms- Twitter; Facebook</p> <p>Consider leaflet/ flyer print out of initial advert to provide to GAVO; Flying Start & other Partner agencies for distribution (include at libraries/ leisure centres/ community centres) to direct to Newport Website for detailed information.</p> <p>Newport.gov website Develop with IT department:</p> <p>Caring for Somebody else’s child” web pages- detailed information from private family arrangements- private fostering arrangements- special</p>	<p>Content development of pages and ratification of content by CSMT by end of quarter 1 (June 2019)</p> <p>Dissemination strategy to be agreed with Comms & Marketing department upon agreement of information content (June 2019)</p> <p>IT web page content development and launch by end of quarter 2 (September 2019)</p> <p><i>NB these are provisional dates only and are dependant and subject to the work planning of the Shared Resource Service (IT department). If SRS are unavailable to develop the web-page content then there may be</i></p>

		<p>guardianship orders- (NB. regulatory requirement for web-based information in relation to SGO to be provided)</p> <p>Secondary advert in Newport Matters/ external comms platforms to launch and make citizens aware of the new web based pages “Caring for somebody else’s child?”</p>	<p><i>a delay in the publication of this information as the work cannot be out sourced due to cost implications.</i></p>
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4. Collaboration with Education Achievement Service (EAS)

4.1 Members commented how the council could consider utilising collaborative working with EAS to promote safeguarding within schools and ways to encourage all governing bodies to have safeguarding as a standing item on their agendas. In response to this recommendation the Chief Executive Officer for Education and Safeguarding in Education Officer for Newport City Council wish to assure members of both Scrutiny and Cabinet that there are already effective collaborative working processes in place in terms of promoting “safeguarding” within schools, both locally and regionally. This is already effectively evidenced within the range of projects currently occurring within Newport, to name those which went live within this reporting period include the Encompass model and the commitment of Education services contribution to the Safeguarding HUB pilot. Members are also advised that annually the chief Executive Officer also provides a report to all governing bodies re-iterating the safeguarding responsibilities of all governing bodies and schools as set out in ‘Keeping Learners Safe’ 2015 (www.cymru.gov.uk) with the key recommendation that *“All Governing Bodies must have safeguarding as a standard agenda item”* (September, 2018). As “safeguarding” is a requirement as set out in ‘Keeping Learners Safe’ 2015 the EAS will have a duty to ensure that this is a consideration within their service planning, therefore, as Newport is one of the five contributing authorities to EAS any identified or proposed areas of improved practice/ recommendations for schools will not only be contributed to by Newport as Council but will also ensure that actions are implemented into our schools. Education Service- ESTYN Inspection conducted in November 2018 favourably noted that in terms of safeguarding ***“The Local Authority has clear policies and procedures for safeguarding that meet requirements”***.

5. Training

5.1 The local authority has a duty to ensure that safeguarding training proportionate to an employee's role is provided. All new employees of Newport City Council must complete corporate induction training which has mandatory safeguarding awareness training and references the council's safeguarding policies and procedures. During the last year, **139** new starters completed the corporate induction programme. It is recognised that the mandatory corporate basic induction is proportionate for all new employees. Unless there is a specific requirement for your role to complete additional safeguarding training there is little opportunity for refresher information or training currently, therefore, it is intended through the role of the safeguarding champion, the relaunching of the "safeguarding involves us all" campaign and the forthcoming proposed e-learning safeguarding training that these measures will assist in addressing the identified weaknesses in building the safeguarding knowledge for all employees across the Council. Training for Members regarding a range of Safeguarding topics to commence in July 2019 (with democratic services timetabling) Members are also welcome to attend the safeguarding champions meetings throughout the year.

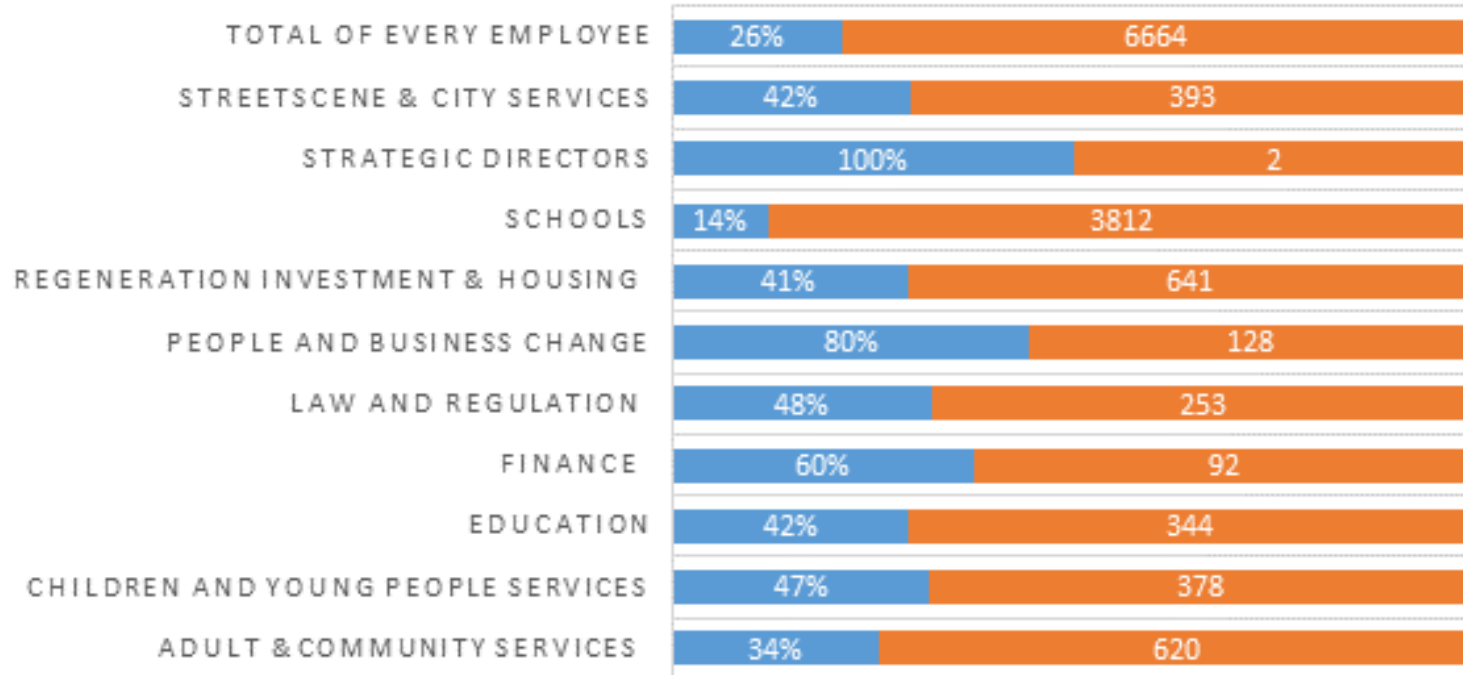
5.2 Safeguarding e-learning

It is planned for the forthcoming year that "safeguarding" e-learning is developed and rolled out across all service areas with the objectives of assisting the Council in ensuring that "All council staff have a basic awareness of safeguarding" and "All council staff will know that they have a duty to take action if they have a concern for a child or adult and will know how to report this information". Cabinet are therefore requested to endorse the proposal that an e-learning "safeguarding awareness training" package is developed (20 minute, basic e-learning akin to the VAWDASV e-learning training) and the e-learning is made a mandatory requirement for all council employees to complete to evidence the Council's commitment to our policy statement that "Safeguarding Involves Us All".

5.3 Violence Against Women Domestic Abuse and Sexual Violence e-learning

The Welsh Government requirement for the mandatory training, Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV), has been in effect since the previous annual reporting period. Members are provided with percentages of employee completion per service area as at November 2018. Members are advised that there have been mitigating circumstances in terms of schools' access to the e-learning package which have now been rectified with the support of the SRS (IT service department) in January 2019, so there is the expectation that there will be a marked increase in the amount of schools' employees accessing the training from that service area and this will also aid in improving the overall percentage figure of employees who have undertaken the training within Newport City Council.

VAWDASV MANDATORY TRAINING AS AT NOVEMBER 2018



5.4 Continued monitoring of the VAWDASV training and the associated reporting requirements remain the primary objective of the VAWDASV Partnership Scrutiny Board, however, Members are respectfully reminded that the continuation of the VAWDASV ‘Ask and Act’ e-learning is a corporate responsibility and needs to be part of corporate and safeguarding plans.

6. Corporate Safeguarding Action Plan (2019/2020)

What outcomes do we want to achieve? (objectives to achieve)	How will we make this happen?	When will we achieve this?	How will we know it's making a difference? (performance measures)	RAG status
(Risk 3.06) Review Schools DBS Procedures	DBS review for Education staff is underway in collaboration with HR, starting with a scoping exercise of numbers of staff with a DBS over 3 years old and with a preparation of accurate information to be discussed with SLT regarding options going forward. Schools will be required to hold the information locally and update.	Working for completion July 2019	Full data available from HR, schools holding all staff information, SLT agree timescales for DBS reviews for existing staff if, over 3 years. Schools ability to provide full data for inspection purposes.	Amber
Improve how "safeguarding" information is communicated externally to the citizens of Newport in order to ensure that our citizens know who to contact if they need information, advice or assistance and to promote the Council's commitment to safeguarding by communicating essential information and highlighting where changes have or will be made (ie. legislation/	Develop and launch "Are you caring for Somebody Else's child?" campaign to bring to citizen's attention their legal requirements in relation to private fostering obligations. Review the current Newport.gov webpages below- can this information be presented in an alternate format to improve ease of access: How Social Services Can Help? Safeguarding and Abuse: (Child Protection/ Adults at Risk) Develop a webpage for children/ young people- "I'm worried about	1) Content development of pages and ratification of content by CSMT by end of quarter 1 (June 2019) Dissemination strategy to be agreed with Comms & Marketing department upon agreement of information content (June 2019) IT web page content development and launch by end of quarter 2	Citizens of Newport report that they can access information, advice and assistance and feel that the information is communicated to them clearly.	Amber

policy/ council procedures).	someone or something”	(September 2019)		
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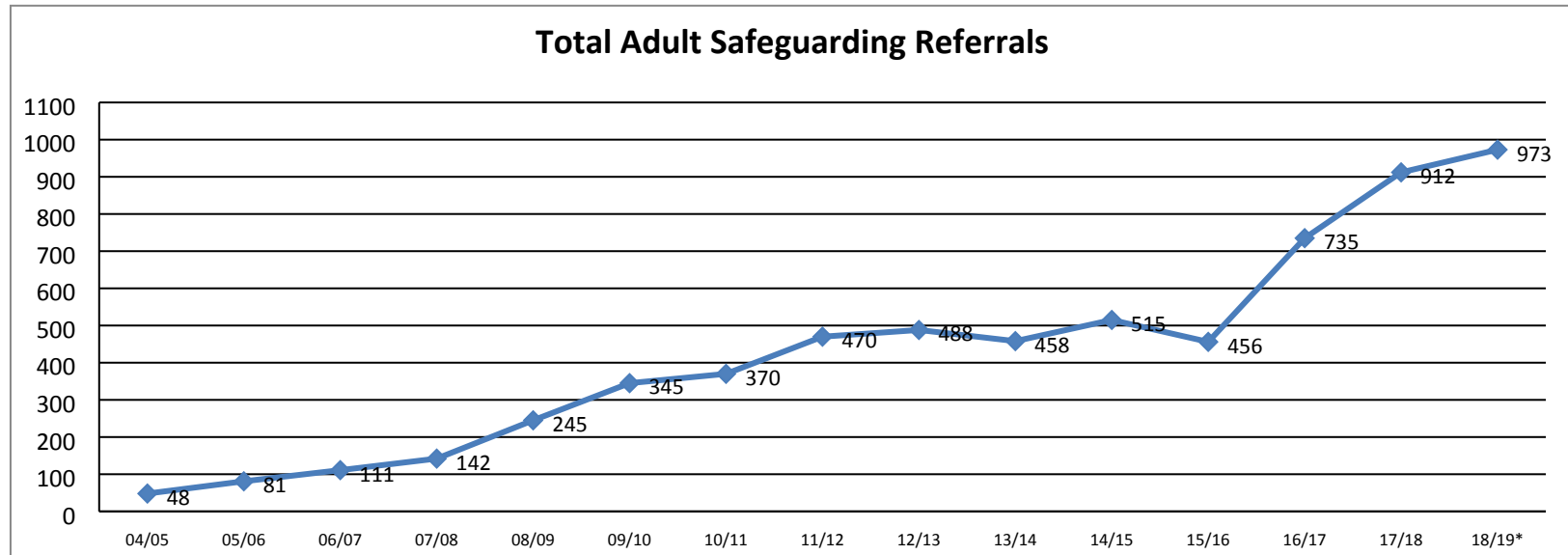
7. Safeguarding Service areas within Newport City, Council Individual Teams Key Priority Plans 2019/20

7.1 Adult Safeguarding

What outcomes do we want to achieve? (Objectives to achieve)	How will we make this happen?	When will we achieve this?	How will we know it's making a difference? (Performance measures)	RAG status
The development of an effective information system and participate in developing an All Wales Adults Safeguarding recording document.	implementation of WCCIS in March 2018	March 2018	Improved accurate and accessible data will be provided.	GREEN
	The system, adopted across Wales has started to capture greater sharing of information across Wales Not just for local performance measures but Welsh Government requirements and regional Developments.	May – June 2019	An All Wales recording system for the Adult Safeguarding process. Monitored by the Safeguarding Boards and Welsh Government.	AMBER
To raise general public and professional awareness of	Continue to support the work of the Communication and Engagement Sub	The Communication	Web development	Amber

<p>'adults at risk' everybody's responsibility</p>	<p>group, (GWASB) which includes raising awareness to the public and professionals. Support the development of a new Gwent Safeguarding web site that will provide information in respect of Adults, Children and VAWDASV. Newport City Council web based information is accurate and updated regularly (for internal and external access). Task and Finish group is in progress to review and amend literature and leaflets. Arrange meetings and forums with multi-cultural groups within the City to raise awareness of abuse.</p>	<p>and Engagement Group have a detailed work plan for the next 12 months.</p> <p>Launch date in May 2019.</p> <p>April 2019</p>	<p>completed. Finishing information pages to be added. As part of the relaunch of the safeguarding policy and process's within NCC, and to be included in the development of the Safeguarding Champions in NCC.</p> <p>Communication and Engagement subgroup in GWASB. Attend the Mosque Forum and community based events to raise awareness of safeguarding in the community.</p>	<p>Amber</p> <p>AMBER</p> <p>AMBER</p>
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7.2 *Adults at Risk data*



7.3 The projected figure, for this year (18/19), for the total number of reports of an adult suspected of being at risk is 973 referrals, a further percentage rise of 7%.

7.4 The total number of Adult Safeguarding cases closed in the year to date at 31/01/2019 is 575.

7.5 *Future Planning for adults at risk service*

Threshold discussions within the safeguarding HUB pilot are being held to consider the requirement for strategy discussions with partners. Early intervention and prevention is also a key consideration in the threshold discussions.

Findings in a Newport domestic homicide review indicated stronger partnership and sign posting is required for adult safeguarding and the VAWDASV legislation. The team continue to work closely with specialist IDVA's in the HUB and therefore have data to support early intervention by specialist services.

The team continue to work regionally with GWASB and the VAWDASV partnership board and be active members of sub-groups continually developing practice and learning across Newport and Gwent.

Adult Practice Review's and the lessons and messages from them will continue to be a key feature of the service. The development of staff to undertake and participate in the reviews and share the messages with colleagues in practice and through learning events will be a necessity.

8. Children Criminal exploitation (Child sexual exploitation)

8.1 Child Sexual Exploitation is managed within children services receiving direct referrals and using the All Wales child protection procedures to address safety planning with the child/family.

8.2 Key Priorities / themes for Child Sexual Exploitation and emerging child criminal exploitation will be expanded upon in 2019/20 for Newport children.

What outcomes do we want to achieve? (Objectives to achieve)	How will we make this happen?	When will we achieve this?	How will we know it's making a difference? (Performance measures)	RAG status
Preventative services to be in place to support children and their families where there are risks of CCE/CSE. Specific work with preventative services engaged in roll out of peer development	CCE/CSE prevention and awareness raising completed within schools and peer work developed and rolled out.	Academic Year: Full programme of preventative work prepared.	Reduction in high risk CCE/CSE cases in Newport Increase in referrals to preventative services to work around issues related to CCE/CSE (healthy relationships, self-esteem, keep safe)	AMBER

<p>Measures in place to ensure children are protected from CSE/CCE and that agencies are acting appropriately to reduce risks and protect children. Agencies to work together to ensure effective safety planning and disruption tactics are employed to tackle CSE in Newport.</p>	<p>Strategic multi agency Sexual Exploitation Meeting (MASE) established in Newport.</p>	<p>Ongoing in Newport City Council 19/20 for CSE.</p> <p>MASE meetings across Gwent, improving communication and key children at risk.</p> <p>This needs to be expanded to incorporate the CCE agenda Oct 2019</p>	<p>Robust system to ensure effective multi-agency planning to safeguard the children.</p> <p>Reduction in numbers of children at high risk of CCE/CSE in Newport</p>	<p>AMBER</p>
<p>All agencies working with children to have a clear and shared understanding about how they can contribute to the disruption and prosecution of perpetrators and to the support of victims through a consistent child centred approach</p>	<p>Supporting children to disclose by developing positive relationships; Multi-agency agreement on Key Professional role</p> <p>Effective multi-agency working and information sharing leading to: Increased prosecutions and the development of a Problem Profile for Newport.</p> <p>Completion of the NRM</p>	<p>Ongoing</p> <p>Established for CSE needs to be developed for CCE during 2019</p>	<p>Increase in related convictions</p> <p>Annual case audit identifies better understanding of problem profile and risk areas in Newport.</p> <p>Practitioners report increased concerns of CCE in Newport and in</p>	<p>Amber</p>

			case discussions at the CSE forum	
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8.3 Future Planning for CCE/CSE

There has been a significant improvement in recognition of other forms of exploitation of children, including child criminal exploitation (CCE) and how this interacts with CSE, trafficking and modern slavery. Service delivery needs to reflect this focus for safeguarding children in Newport.

9. Education safeguarding

9.1 The Education Safeguarding, Care & Support Officer's responsibility is to provide advice, guidance and support to the Designated Safeguarding Leads for child protection in the 53 primary schools, 9 secondary schools and 3 alternative education provisions in the Newport area and to other education colleagues.

9.2 Key Priorities/Themes for Education Safeguarding, Care & Support Officer 2019/20

What outcomes do we want to achieve?	How will we make this happen?	When will we achieve this?	Who is responsible?	How will we know it's making a difference?	RAG status
Embed VAWDASV agenda: further develop school-based support for children experiencing domestic abuse.	Deliver VAWDA strategic plan objectives relevant to Education: 'whole-school approach' checklist.	December 2019	Nicola Davies Mary Ryan	Regional VAWDA strategic plan evaluation. Completion rates for VAWDA training monitored termly.	AMBER

Encompass roll out across schools and education placements in Newport.	Ensure safeguarding training package for schools includes awareness of Encompass.	September 2019	ND/MR	Safeguarding self-evaluations to show evidence of impact from Sept '19.	AMBER
	Further develop work with Gwent police/ACES regional group to provide support to schools/families.	Nov 2019	ND/MR		AMBER
	Evaluation of whole-school approach to be added to safeguarding self-evaluation document for schools from Sept 19.	Sept 2019	ND/MR		AMBER
Implement a Prevention/intervention programme for children at risk of both criminal and sexual exploitation, in partnership with other agencies (social services, police, YOS).	Multi-agency working group to be convened to plan a programme of support/interventions.	Started Dec 2018	ND/MR	Identification toolkit in place and shared with schools. Schools have understanding of risks and referral pathways. Partnership work in place to support children at risk of exploitation.	AMBER
	Continue to work with police as part of SOC group and support multi-agency interventions.	2019/20	ND/MR		AMBER
Embed the implementation of the new national 'safeguarding toolkit' for schools.	Provide opportunities for sharing good practice in regard to evidence of embedded practice: termly safeguarding meetings.	SEPT 2019	ND/MR	Completion of safeguarding self-evaluations monitored. Samples of self-evaluations demonstrate good practice.	AMBER
	Monitor completion of school self-evaluations.	DEC 2019	ND		AMBER

	Work with pilot cluster on 'peer review' of self-evaluations.	NOV 2019	ND	Peer-review pilot in place.	
Facilitate effective multi-agency working between education/social services to support vulnerable children.	Written guidance for schools to be provided regarding Child Protection conferences/reports. Liaison with IROs.	AUG 2019	ND IRO TEAM	IROs report increase in written reports submitted to conference (termly monitoring)	AMBER
	Provide termly 'safeguarding learning events' following network meetings to address issues raised. To be attended by Social Services team manager & Headteacher representatives.	EACH TERM	ND/MR	Issued raised by schools are addressed effectively.	AMBER
	Explore joint training opportunities for social services/education.		ND/MR	Joint training opportunities identified/provided.	AMBER

9.3 Future planning: -

9.3.1 Develop ACES work within education; particularly focusing on 'Operation Encompass' and supporting children who have experienced domestic abuse.

9.3.2 Develop support package for schools dealing with young people and 'risky behaviours': use of weapons/sexually harmful behaviour

10. Safeguarding/Quality Assurance (Lead Authority Designated Officer)

10.1 The LADO has responsibility for managing allegations where there are concerns raised about professionals working with children in Newport. Professionals includes those in paid employment and volunteers, both within statutory settings and in the voluntary sector, and would include any adult in a position of trust.

10.2 Key Priorities/Themes for Quality Assurance/LADO

What outcomes do we want to achieve?	How will we make this happen?	When will we achieve this?	How will we know it's making a difference?	RAG status
Embed further developments of WCCIS recording processes	Agreement of data sharing and establishing appropriate safeguards to protect confidential employee information	August 2019	System in practice Improvement in workflow	Amber:
Raising the awareness of the processes for investigation of allegations against professionals	Training program developed Roll out to professionals	October 2019	The number of professionals who have completed the training & evaluation.	Amber:

10.3 Future Planning

10.3.1 To look at integration with the safeguarding HUB pilot and examine potential for more joined up multi agency response

10.3.2 Continue to raise awareness of PSM process

10.3.3 To consider integration of adult and children processes, (under development with Gwent safeguarding Board)

10.3.4 To produce for annual reporting a graph of trends over the last 3 years with outcomes of the PSM investigation.

10.3.5 Support children services to develop QA tools for practice.

11. Independent Reviewing service (Children looked after reviews and Child Protection conferences)

11.1 The IRO's chair all reviews for Looked After Children (In the care of the Local Authority), all adoption reviews (Looked After Children placed for adoption) The service also chair all Child Protection Conferences for children who are deemed to be at risk of significant harm.

11.2 *Key Priorities/ Themes for Child Protection Reviewing service 2019/2020*

What outcomes do we want to achieve?	How will we make this happen?	When will we achieve this?	How will we know it's making a difference?	RAG status
Develop a Monitoring System to increase service user participation in children's reviews.	Develop different methods for consultation with young people utilising modern technology where appropriate Implement a children led review of the IRO service	Aug 2019	Information from the review by children will give clear direction for service improvement and feedback from them via consultation process	AMBER
IRO's to work with the new standards and put into practice required changes.	Team agreement and review of the IRO whole service plan. Discuss implications and embed across children services	July 2019	Improved communication within children services	AMBER

11.3 Key Data for Child Protection Unit

11.3.1 Number of Looked After Children subject to Reviews (including adoption reviews) as of February 2019 – **365 Number** (Approximately) of Looked After Children's Reviews (including adoption reviews) to be completed within statutory timescales from January 2018 to the end of December 2018- **756** (N.B There are at least 2 reviews per year)

11.3.2 Number of Initial Child Protection Conferences completed January 2018- December 2018- **91**

12. Resource implications (employment and financial)

Members are respectfully reminded that the service area plans do have resource implications in terms of resource commitments across the service areas regarding developments of e-learning packages with HR partners; role identification and monitoring (including non-compliance) of training requirements with HR partners and training department; and the wider developments of external webpage development with the SRS service (IT department). Although each service area is already extensively stretched the proposals within the action plan are not unrealistic, they are cost effective without the requirement for any of the work to be out-sourced and will ensure that we are compliant in terms of W.A.O recommendations.



Scrutiny Report

Overview and Scrutiny Management Committee

Part 1

Date: 18 April 2019

Subject **Wales Audit Office Wellbeing of Future Generations examination report**

Author Overview and Scrutiny Officer

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

Invitee:	Area / Role / Subject
Rhys Cornwall	Head of People and Business Change
Tracy Mckim	Policy, Partnership and Involvement Manager
Gareth Jones	Performance Audit Lead

Section A – Committee Guidance and Recommendations

1 Recommendations to the Committee

The Committee is asked to:

1. Consider the Wales Audit Office report on the use of the sustainable development principles contained in the Wellbeing of Future Generations Act, when developing and meeting the Council’s Wellbeing Objectives.
2. Consider the Officer response to the report and any questions the Committee deem applicable.
3. Provide, if necessary, any comments and recommendations to Cabinet on the WAO report.

2 Context

Background

- 2.1 The Wellbeing of Future Generations Act (2015) (the Act) requires public bodies in Wales to think about the long-term impact of their decisions, to work better with people, communities and each other, and prevent persistent problems such as poverty, health inequalities and climate change.

- 2.2 The Wales Audit Office (WAO) report will be fed into a larger WAO report looking at the 44 bodies that are covered by the Act. This report will be submitted to the National Assembly in 2020.
- 2.3 The report is based on the outcomes of workshops, reviewing key documents, and interviews with Officers, key stakeholders and elected Members. Each research element aimed to identify how the sustainable development principles and the five ways of working were applied. The Council's key strategies and plans include the Economic Growth Strategy 2015 -25, the Newport City Centre Masterplan and the Local Development Plan.
- 2.4 The report looked at a section of the Council's wellbeing objective, *'to promote economic growth and regeneration whilst protecting the environment'*. The part, *'maintain our focus on regenerating the city centre to become one of the UK's top cities'* was examined.

3 Information Submitted to the Committee

- 3.1 WAO Report: Wellbeing of Future Generations: An examination of the step of 'Maintain our focus on regenerating the city centre to become one of the UK's top city' – Newport City Council – **Appendix 1**

4. Suggested Areas of Focus

Role of the Committee

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

- Analyse what the WAO have found during their audit and establish if the management response provided is appropriate.
- Question the NCC officers present on the findings of the WAO and the management response they provided. Consider whether the Officers have action plans and processes in place to achieve the recommendations of the WAO report and the statutory responsibilities set out by the Wellbeing of Future Generations Act.
- Consider the *Positive Indicators of the Five Ways of Working* provided in the report and establish whether the Officers use the indicators as a good practice guide when planning and evaluating work.
- Conclusions:
 - What was the overall conclusion on the information contained within the reports?
 - Is the Committee satisfied that it has had all of the relevant information to base a conclusion on the performance of the Service Area?
 - Do any areas require a more in-depth review by the Committee?
 - Do the Committee wish to make any Comments / Recommendations to the Cabinet?

Section B – Supporting Information

5 Links to Council Policies and Priorities

- The WAO report links to the Wellbeing Objective, '*Promote economic growth and regeneration whilst protecting the environment*' and the corresponding Corporate Plan Commitment, '*Thriving City*':

Well-being Objectives	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
Corporate Plan Commitments	Thriving City	Aspirational People		Resilient Communities
Supporting Function	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

Include all additional documents that are referenced in the report, and those that you have used as background reading. Hyperlink to online versions of them if available.

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

Report Completed: April 2018



WALES AUDIT OFFICE
SWYDDFA ARCHWILIO CYMRU

Archwilydd Cyffredinol Cymru
Auditor General for Wales

Well-being of Future Generations: An examination of the step of 'Maintain our focus on regenerating the city centre to become one of the UK's top cities' – **Newport City Council**

Audit year: 2018-19

Date issued: March 2019

Document reference: 1138A2019-20

This document has been prepared for the internal use of Newport City Council as part of work performed in accordance with the Well-being of Future Generations Act (Wales) 2015.

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infoofficer@audit.wales.

We welcome correspondence and telephone calls in Welsh and English. Corresponding in Welsh will not lead to delay. Rydym yn croesawu gohebiaeth a galwadau ffôn yn Gymraeg a Saesneg. Ni fydd gohebu yn Gymraeg yn arwain at oedi.

This document is also available in Welsh.

The team who delivered the work comprised Ian Phillips, Jeff Brown and Non Jenkins under the direction of Huw Rees.

Contents

In taking steps to regenerate the city centre the Council has many positive examples of how it has taken account of the sustainable development principle (SDP).

However the Council recognises that there is more to do for it to consistently embed all of the five ways of working across its ambitions for the regeneration of the city centre.

Summary report	4
Detailed Report	7
Part One: Examination Findings	7
The Council has set out its vision for regenerating the city centre over a ten-year period. The Council's forthcoming update to its Economic Growth Strategy (EGS) presents an opportunity to extend the vision into the longer-term	7
The Council is using data to improve its understanding of prevention, however, the Council needs to be clearer about how its environmental aspirations for the city centre can deliver long-term benefits	8
The Council has made progress towards embedding an integrated approach to the step. However, this could be further improved by developing a consistent understanding of integration across the Council	9
As the Council's collaborative forums evolve, it will be important for the Council to be clear on their respective roles in supporting its regeneration (city centre) ambitions	10
There are a number of good examples of involvement in this step, however, the Council recognises that it needs to build on its approaches to ensure that the full diversity of citizens and stakeholders can influence Council decision making	11
Part Two: Council's response	12
Appendices	
Appendix 1 – Positive Indicators of the Five Ways of Working	16

Summary report

Summary

Why we undertook the Examination

- 1 In accordance with the Wellbeing of Future Generations (Wales) Act 2015 (the Act) the Auditor General for Wales (the Auditor General) is statutorily required to examine public bodies to assess the extent to which they have acted in accordance with the sustainable development principle when:
 - a. setting their wellbeing objectives; and
 - b. taking steps to meet them.

The Act defines the sustainable development principle as acting in a manner: '...which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs'

- 2 The Auditor General must provide a report on his examinations to the National Assembly for Wales at least a year before each Assembly election. The first such report must be published by 2020, before the 2021 Assembly election.
- 3 During 2018-19 the Auditor General is undertaking examinations across the 44 bodies covered by the Act to inform his report to the National Assembly.
- 4 In May 2018, the Auditor General published his report, 'Reflecting on Year One – How have public bodies responded to the Well-being of Future Generations Act (2015)'. He concluded that public bodies support the principles of the Act and are taking steps to change how they work.
- 5 In developing our approach to undertaking the examinations during 2018-19, we engaged with a range of stakeholders including through our pilot work during 2017-18. We also worked closely with the Future Generations Commissioner.
- 6 As the preliminary work in year one included a consideration of how public bodies had set their Well-being Objectives, the principal focus of this work is the way in which public bodies are taking steps to meet their wellbeing objectives.
- 7 The findings in this report are based on fieldwork that we undertook during the period October to December 2018. We ran an initial fieldwork scoping workshop in October 2018 with Council officers and explored how each of the five ways of working had been applied.
- 8 We then reviewed key documents and undertook interviews with Council officers, officials from partner organisations and elected members.
- 9 This report sets out our findings from our examination of the step of 'Maintain our focus on regenerating the city centre to become one of the UK's top cities', a step the Council is taking to meet its Wellbeing Objectives.
- 10 It also sets out the Council's initial response to our findings.

What we examined

- 11 We examined the extent to which the Council is acting in accordance with the sustainable development principle in taking the step of 'Maintain our focus on regenerating the city centre to become one of the UK's top cities'.
- 12 The step we examined sits under the Council's wellbeing objective of 'To promote economic growth and regeneration whilst protecting the environment'.
- 13 The Council has delivered a number of regeneration projects since gaining city status in 2002 and the Council has ongoing plans for regeneration. The Council's Corporate Plan sets out the commitment to redeveloping sites such as the Westgate, Chartist Tower and the Market, to implement strategies to proactively encourage businesses to come to the city, and to open up empty building and shops and facilitate the development of high grade offices.
- 14 There are various key strategies and plans which inform and underpin the step, including the Economic Growth Strategy 2015-25, the Newport City Centre Masterplan and the Local Development Plan.
- 15 The Masterplan has three main areas of focus: Northern Gateway, City Core and Riverside. The Council is planning sub-masterplans for each of these three areas.
- 16 In order to act in accordance with the sustainable development principle public bodies must take account of the following 'ways of working':

Exhibit 1: the 'five ways of working'

The table below sets out the 'five ways of working' as defined in the Welsh Government's 'Well-being of Future Generations (Wales) Act 2015 The Essentials'¹ document.

The Five Ways of Working
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 wellbeing objectives may impact upon each of the wellbeing 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 wellbeing objectives.

¹ Well-being of Future Generations (Wales) Act 2015 The Essentials, Welsh Government (2015)

The Five Ways of Working

Involvement

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

- 17 Our examination found that: In taking steps to regenerate the city centre the Council has many positive examples of how it has taken account of the SDP.
- 18 However the Council recognises that there is more to do for it to consistently embed all of the five ways of working across its ambitions for the regeneration of the city centre.

Detailed report

Part One: Examination Findings

The Council has set out its vision for regenerating the city centre over a ten-year period. The Council's forthcoming update to its Economic Growth Strategy (EGS) presents an opportunity to extend the vision into the longer-term

What we looked for

- 19 We looked for evidence of:
- a thorough understanding of current and long-term needs and the associated challenges and opportunities;
 - planning over an appropriate timescale;
 - resources allocated to ensure long-term benefits; and
 - appropriate monitoring and review.
- 20 Our examination was also informed by the positive indicators for the 'long-term' that we have identified and used as part of this examination.²

What we found

- 21 We identified the following strengths:
- The Council makes good use of regional retrospective and long-term data to inform its decision making
 - The Council has a ten-year strategy which establishes its ambition for the regeneration of the city centre. The next refresh of this strategy is due in 2019 and presents an opportunity to articulate a longer-term vision
 - The Council is seeking to proactively mitigate some of the key risks that may impact on the regeneration of the City Centre, including Brexit and the removal of the M4 Tolls.
- 22 We identified the following areas for development:
- Make better use of data from other sources from outside of the region to inform its longer-term approach, such as using intelligence from the Centre for Cities and WLGA's Generations 2050 analysis
 - As the impacts of the key risks on the step become clearer, manage these in a way that adequately takes account of the longer-term
 - Ensure a longer-term view is taken when refreshing the EGS and the sub City Centre Master/delivery plans.

² See Appendix 1

The Council is using data to improve its understanding of prevention, however, the Council needs to be clearer about how its environmental aspirations for the city centre can deliver long-term benefits

What we looked for

- 23 We looked for evidence of:
- a thorough understanding of the nature and type of problem the step could help prevent from occurring or getting worse;
 - resources allocated to ensure preventative benefits will be delivered; and
 - monitoring and review of how effectively the step is preventing problems from occurring or getting worse.
- 24 Our examination was also informed by the positive indicators for 'prevention' that we have identified and used as part of this examination.³

What we found

- 25 We identified the following strengths:
- The Council has a number of positive examples of how it has used data effectively to inform its decisions to take preventative actions
 - Action has been taken to ensure that key iconic buildings are prevented from deteriorating and made fit for the future
 - Use of a community benefits toolkit to define and help deliver long-term preventative benefits within many of its city centre regeneration projects
 - Bold but managed risks taken to ensure its city centre regeneration strategy has been effectively resourced.
- 26 We identified the following areas for development:
- The current EGS and the Council's Well-being Objective identify environmental improvement/protection as a key aim, and there is an opportunity for the sub masterplans to provide a clearer long-term environmental vision, and articulate the preventative benefits to be delivered in the context of regenerating the city centre
 - There is an opportunity for key preventative interventions within the current Public Services Board (PSB) Well-Being Plan around green spaces and sustainable travel to be aligned within the proposed refresh of the next EGS in 2019.

³ See Appendix 1

The Council has made progress towards embedding an integrated approach to the step. However, this could be further improved by developing a consistent understanding of integration across the Council

What we looked for

- 27 We looked for evidence of consideration of:
- how this step could contribute to the seven national wellbeing goals;
 - how delivery of this step will impact on the Council's wellbeing objectives and wider priorities; and
 - how delivery of this step will impact on other public bodies' wellbeing objectives.
- 28 Our examination was also informed by the positive indicators for 'integration' that we have identified and used as part of this examination.⁴

What we found

- 29 We identified the following strengths:
- The approach to the city centre regeneration recognises that this can only be achieved with interventions that deal with the whole system (such as the environment, community safety, health and wellbeing) and not just focus on economic factors
 - Through the PSB and Newport Economic Network (NEN) the Council has enabled partners and stakeholders to consider how the step and its delivery will impact their own objectives
 - In designing and delivering this step the Council has taken some positive actions to consider how it might impact its other wellbeing objectives. This has resulted in different services which have an interest in the city centre working in a more joined up way.
- 30 We identified the following areas for development:
- There is still some misunderstanding as to the correct meaning of 'Integration', as defined by the Act. The Council needs to ensure it adopts a common understanding for the five ways of working
 - Whilst the current suite of plans and strategies articulate the ambition for the city centre, a number of these predate the Act. Therefore, as they are refreshed there is an opportunity for them to be more aligned and explicitly demonstrate how the regeneration of the city centre will support the delivery of the Council's wellbeing objectives and goals.

⁴ See Appendix 1

As the Council's collaborative forums evolve, it will be important for the Council to be clear on their respective roles in supporting its regeneration (city centre) ambition

What we looked for

- 31 We looked for evidence that the Council:
- has considered how it could work with others to deliver the step (to meet its wellbeing objectives, or assist another body to meet its wellbeing objectives);
 - is collaborating effectively to deliver the step; and
 - is monitoring and reviewing whether the collaboration is helping it or its stakeholders meet wellbeing objectives.
- 32 Our examination was also informed by the positive indicators for 'collaboration' that we have identified and used as part of this examination.⁵

What we found

- 33 We identified the following strengths:
- The Council has good collaborative relationships with many of the key partners and stakeholders involved in delivering this step
 - The Council has started to meet with the NEN. Whilst this group is fairly embryonic, in principle this has the opportunity of promoting and delivering a joined up and shared vision for the city centre.
- 34 We identified the following areas for development:
- The Council have recognised that there is always more to be done to ensure that the full benefits of effective collaboration are maximised
 - Building on the good collaborative relationships, there is an opportunity to consider how key partners can be enabled to influence the forthcoming refreshed EGS and the sub-masterplans to optimise long-term strategic alignment in terms of the vision for the regenerated city centre.

⁵ See Appendix 1

There are a number of good examples of involvement in this step, however, the Council recognises that it needs to build on its approaches to ensure that the full diversity of citizens and stakeholders can influence Council decision making

What we looked for

- 35 We looked for evidence that the Council has:
- identified who it needs to involve in designing and delivering the step;
 - effectively involved key stakeholders in designing and delivering the step;
 - used the results of involvement to shape the development and delivery of the step; and
 - sought to learn lessons and improve its approach to involvement.
- 36 Our examination was also informed by the positive indicators for 'involvement' that we have identified and used as part of this examination.⁶

What we found

- 37 We identified the following strengths:
- The Council's free WIFI project enables it to engage with a wider group of citizens to help shape decisions around the city centre
 - The Council has sought to effectively engage or involve hard to reach citizens in some of its specific city centre projects
 - The proposed Neighbourhood Hubs should provide more opportunity for the Council to involve people at the local community level.
- 38 We identified the following areas for development:
- Council has recognised it needs to be more sophisticated in how it captures engagement activity and ensures that the citizens involved fully represent the diversity of Newport. For example, there is an opportunity with the update of the EGS and sub-masterplans to facilitate the ability of citizens and stakeholders to influence those documents.

⁶ See Appendix 1

Part Two: Council's response

39 Following the conclusion of our fieldwork we presented our findings to the Council at a workshop on 20 February 2019 that was attended by the Head of Regeneration, Investment and Housing, the Performance and Research Business Partner, the Senior Policy and Performance Officer and the Development and Regeneration Manager. At this workshop the Council began to consider its response to our findings and as a result of discussions at the workshop and further reflection on our findings the Council has developed the following actions.

The Council's response

Area of Development	Management Response	Responsible Team / Officer	Agreed Date of Delivery
<p>Long-Term – Make better use of data from other sources from outside of the region to inform its longer-term approach, such as using intelligence from the Centre for Cities and WLGA's Generations 2050 analysis.</p>	<p>Newport Intelligence Hub and the drive for evidence based working is a commitment of the Corporate Plan.</p>	<p>Head of People and Business Change</p>	<p>30th June 2019</p>
	<p>The Council recently delivered the Gwent Futures workshop with key stakeholders focusing on the long-term scenarios (over 25 years) for Newport. A report will be published and shared in 2019-20.</p>	<p>Policy Partnership & Involvement.</p>	
	<p>The Regeneration Investment & Housing team will also review the WLGA 2050 analysis and will consider its findings when drafting the final version of the next iteration of the Economic Growth Strategy.</p>	<p>Regeneration Investment & Housing</p>	

Area of Development	Management Response	Responsible Team / Officer	Agreed Date of Delivery
<p>Long-Term – As the impacts of the key risks on the step become clearer, manage these in a way that adequately takes account of the longer-term.</p>	<p>The Gwent Futures Report will outline the scenarios, risks and impacts on Newport over the next 25 years and the findings will be published and shared across the organisation.</p>	<p>Policy Partnership & Involvement</p>	<p>30th June 2019</p>
	<p>The Council is also undertaking a corporate wide risk review and the Corporate Management Team will be holding a risk workshop to review and identify the key corporate risks in the Authority. This review will consider the 5 ways of working and the short/long-term impacts of risk.</p>	<p>Policy Partnership & Involvement</p>	<p>31st December 2019</p>
<p>Long-Term – Ensure a longer-term view is taken when refreshing the EGS and the sub City Centre Master/delivery plans.</p>	<p>As part of the Economic Growth Strategy (EGS) refresh we will examine the longer-term (20-25 years) impacts and will consider these as part of the Strategic plans and documents.</p>	<p>Regeneration Investment & Housing</p>	<p>Ongoing</p>
<p>Integration – There is still some misunderstanding as to the correct meaning of ‘Integration’, as defined by the Act. The Council needs to ensure it adopts a common understanding for the five ways of working.</p>	<p>Following the completion of the Future Generations Toolkit, ongoing work is required to embed the principles (including integration).</p> <p>Throughout the Council different approaches are being undertaken to ensure consistent messages are being delivered. Examples</p>	<p>Policy Partnership Involvement</p>	<p>Ongoing</p>

Area of Development	Management Response	Responsible Team / Officer	Agreed Date of Delivery
	include the democratic and decision making processes; corporate/ service planning, monitoring and report.		
<p>Integration – Whilst the current suite of plans and strategies articulate the ambition for the city centre, a number of these predate the Act. Therefore, as they are refreshed there is an opportunity for them to be more aligned and explicitly demonstrate how the regeneration of the city centre will support the delivery of the council’s well-being objectives and goals.</p>	As part of the EGS refresh we will ensure that the Future Generations Act, Well-being Plan and Corporate Plan are incorporated and aligned.	Regeneration Investment & Housing	To commence 2019-20
<p>Involvement – The Council has recognised it needs to be more sophisticated in how it captures engagement activity and ensures that the citizens involved fully represent the diversity of Newport. For example, there is an opportunity with the update of the EGS and sub-masterplans to facilitate the ability of citizens and stakeholders to influence those documents.</p>	<p>As recognised by the Wales Audit Office the Council is open to look at different approaches to engage with its stakeholders. With the development of the Neighbourhood Hubs, Bus Wi-Fi and other media platforms eg Citizens Panel, Facebook, Twitter we will look to utilise these to engage with stakeholders for the EGS and Master Plan refresh.</p> <p>As an ongoing action the Council is reviewing how we can involve at stakeholders as early as possible in decision making processes.</p>	<p>Regeneration Involvement & Housing</p> <p>Policy Partnership & Involvement</p>	<p>30th June 2019</p> <p>Ongoing</p>

Area of Development	Management Response	Responsible Team / Officer	Agreed Date of Delivery
<p>Collaboration – The Council have recognised that there is always more to be done to ensure that the full benefits of effective collaboration are maximised.</p>	<p>The Council is always looking to build and strengthen its collaborative network across Gwent, Wales and beyond. Through its involvement with organisations at the PSB, G10, Newport Economic Network et al we are always reviewing how services can be delivered efficiently and effectively to our users.</p>	<p>Corporate Management Team</p>	<p>Ongoing</p>
<p>Collaboration – Building on the good collaborative relationships, there is an opportunity to consider how key partners can be enabled to influence the forthcoming refreshed EGS and the sub-masterplans to optimise long-term strategic alignment in terms of the vision for the regenerated city centre.</p>	<p>We will be presenting the draft EGS to the Public Services Board and Newport Economic Network. We will be looking to ensure that the Strategy is endorsed and regular monitoring/reports will be shared with the groups.</p>	<p>Regeneration Investment & Housing</p>	<p>31st December 2019</p>
<p>Prevention – The current EGS and the Council's Well-being objective identify environmental improvement/protection as a key aim, and there is an opportunity for the sub masterplans to provide a clearer long term environmental vision, and articulate the preventative benefits to be delivered in the context of regenerating the city centre.</p>	<p>We will incorporate the environmental improvement and protection into the EGS and other supporting plans.</p>	<p>Regeneration Investment & Housing</p>	<p>31st December 2019</p>

Area of Development	Management Response	Responsible Team / Officer	Agreed Date of Delivery
<p>Prevention – There is an opportunity for key preventative interventions within the current PSB Well-being Plan around green spaces and sustainable travel to be aligned within the proposed refresh of the next EGS in 2019.</p>	<p>It is acknowledged that there is scope for the EGS to be incorporated into the PSB Intervention Boards. This will enable the Council to deliver more integrated work to ensure the environmental impacts and vision are considered.</p>	<p>Policy Partnership & Involvement</p> <p>Regeneration Investment & Housing</p>	<p>31st December 2019</p>

40 We will continue to monitor the Council's progress in implementing these actions, and the extent to which they address the issues we have identified in our findings.

Appendix 1

Positive Indicators of the Five Ways of Working

The table below sets out 'positive indicators' for each of the five ways of working that we have identified and will use to help inform our assessments of the extent to which bodies may be applying the SDP. We do not intend to use the indicators as a 'checklist'. They should be viewed as 'indicators' that will help us to form conclusions, rather than 'determinants' of the extent to which a body is acting in accordance with the SDP in taking steps to meet its wellbeing objectives.

Exhibit 2: Positive Indicators of the Five Ways of Working

What would show a body is fully applying the long-term way of working?
<ul style="list-style-type: none">• There is a clear understanding of what 'long-term' means in the context of the Act.• They have designed the step to deliver the wellbeing objective/s and contribute to their long-term vision• They have designed the step to deliver short or medium-term benefits, which are balanced with the impact over the long-term (within the project context).• They have designed the step based on a sophisticated understanding of current and future need and pressures, including analysis of future trends.• Consequently, there is a comprehensive understanding of current and future risks and opportunities.• Resources have been allocated to ensure long-term as well as short-term benefits are delivered.• There is a focus on delivering outcomes, with milestones/progression steps identified where outcomes will be delivered over the long-term.• They are open to new ways of doing things which could help deliver benefits over the longer-term.• They value intelligence and pursue evidence-based approaches.
What would show a body is fully applying the preventative way of working?
<ul style="list-style-type: none">• The body seeks to understand the root causes of problems so that negative cycles and intergenerational challenges can be tackled.• The body sees challenges from a system-wide perspective, recognising and valuing the long-term benefits that they can deliver for people and places.• The body allocates resources to preventative action that is likely to contribute to better outcomes and use of resources over the longer-term, even where this may limit the ability to meet some short-term needs.• There are decision-making and accountability arrangements that recognise the value of preventative action and accept short-term reductions in performance and resources in the pursuit of anticipated improvements in outcomes and use of resources.

What would show a body is taking an 'integrated' approach?

- Individuals at all levels understand their contribution to the delivery of the vision and wellbeing objectives.
- Individuals at all levels understand what different parts of the organisation do and proactively seek opportunities to work across organisational boundaries. This is replicated in their work with other public bodies.
- Individuals at all levels recognise the cross-organisation dependencies of achieving the ambition and objectives.
- There is an open culture where information is shared.
- There is a well-developed understanding of how the wellbeing objectives and steps to meet them impact on other public sector bodies.
- Individuals proactively work across organisational boundaries to maximise their contribution across the wellbeing goals and minimise negative impacts.
- Governance, structures and processes support this, as do behaviours.

What would show a body is collaborating effectively?

- The body is focused on place, community and outcomes rather than organisational boundaries.
- The body has a good understanding of partners' objectives and their responsibilities, which helps to drive collaborative activity.
- The body has positive and mature relationships with stakeholders, where information is shared in an open and transparent way.
- The body recognises and values the contributions that all partners can make.
- The body seeks to establish shared processes and ways of working, where appropriate.

What would show a body is involving people effectively?

- Having an understanding of who needs to be involved and why.
- Reflecting on how well the needs and challenges facing those people are currently understood.
- Working co-productively, working with stakeholders to design and deliver.
- Seeing the views of stakeholders as a vital source of information that will help deliver better outcomes.
- Ensuring that the full diversity of stakeholders is represented and they are able to take part.
- Having mature and trusting relationships with its stakeholders where there is ongoing dialogue and information is shared in an open and transparent way.
- Ensure stakeholders understand the impact of their contribution.
- Seek feedback from key stakeholders which is used to help learn and improve.

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Scrutiny Report

Overview and Scrutiny Management Committee

Part 1

Date: 18th April 2019

Subject Annual Forward Work Programme

Author Scrutiny Adviser

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

Invitee:	Role
Daniel Cooke	Scrutiny Adviser

Section A – Committee Guidance and Recommendations

1 Recommendations to the Committee

The Committee is asked

1. Consider the draft Annual Forward Work Programme (**Appendix 1**) and determine if it wishes to make any amendments to the programme or if further information is required;
2. Agree the start time for the Committee meetings, and approve the proposed schedule of meetings for 2019/20 (**Appendix 2**).

2 Context

Background

- 2.1 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.
- 2.2 Scrutiny Committees have limited time and resources and therefore work plans need to be manageable. It is not possible to include every topic suggested by Members, Heads of Service or the Public – successful Scrutiny is about looking at the right topic in the right way and

Members need to be selective, whilst also being able to demonstrate clear arguments for including or excluding topics.

- 2.3 The Centre for Public Scrutiny (CfPS) guide to work effective work programming 'A Cunning Plan?' makes the following reference to the importance of good work programming:

'Effective work programming is the bedrock of an effective scrutiny function. Done well it can help lay the foundations for targeted, incisive and timely work on issues of local importance, where scrutiny can add value. Done badly, scrutiny can end up wasting time and resources on issues where the impact of any work done is likely to be minimal.'

3 Information Submitted to the Committee

- 3.1 The following information is provided to the Committee:

Appendix 1 – Draft Annual Work Programme

Appendix 2 – Draft Schedule of meetings

Draft Annual Work Programme

- 3.2 The draft work programme is being presented to the Committee for consideration following consultation with the Scrutiny Chairs, and Service Areas, and detailed research by the Scrutiny team. It is designed to be a starting point for Members to develop, the work programme for Scrutiny should be Member led.
- 3.3 The attached draft work programme has been drafted using a number of difference sources, including:
- Member identified topics;
 - Cabinet Work Programme;
 - Corporate Risk Register;
 - Previous Scrutiny Committee Forward Work Programmes, Agendas and minutes (available online);
 - Policy Framework;
 - Discussions with the Business Improvement Team (Performance Information) and relevant Heads of Service.
- 3.4 There are also items where there is a statutory duty for Policy Framework documents to be considered by Scrutiny, for this Committee this covers the draft budget proposals in January 2019. The Committee will coordinate comments from all of the People and Place and Corporate Scrutiny Committees, and will make comment on the budget process and public engagement to Cabinet in February 2019.
- 3.5 Once the Committee is happy with the content of its Annual Work Programme, it will be published to the website to allow members of the public to view. The Committee may wish to consider if it wishes to seek the feedback of any stakeholders on the work programme.
- 3.6 The Committee will then have a standing item on each of its Committee meeting agendas for a Forward Work Programme Update, with a breakdown of which items will be coming to each meeting. It will also clarify what information has been requested for the Committees consideration, what the role of the Committee is for each item and a list of invitees.
- 3.7 Under the Committee restructure in May 2017, the Overview and Scrutiny Management Committee are responsible for the strategic policy review and development functions, as well as

pre-decision and monitoring of the implementation of projects/schemes/legislation that impacts on the Council as a whole.

- 3.8 The work programme attached has been developed to focus the Committee's limited resourced its resources on routinely scrutinising performance to provide a more in-depth monitoring and challenge for clearly defined service areas.
- 3.9 To focus the discussion, the Head of Service will brief the appropriate Cabinet Member prior to the Committee meeting. The relevant Cabinet Members (depending on the content of the report).
- 3.10 Where the Committee identifies the need for more detailed scrutiny in a specific issues / area, the Committee can request for more information back to the next committee meeting. It is intended that this approach will allow Members to gain an overall picture of performance in the service area, and allow space on the work programme to undertake 'deep dives' and request more detailed information where they see an area of concern.
- 3.11 As the Committee identified some areas that they would like to be provided with additional information before committing to a 'deep dive' or Policy Review Group. Head of Service briefings have been set up in September in lieu of the meeting. These briefings are for the Committee to receive additional information before committing to undertaking resource heavy additional work.

4. Suggested Areas of Focus

- 4.1 The draft work programme contains suggested items for the work programme – Member input to the work programme is essential to the success of Scrutiny.
- 4.2 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.

Role of the Committee

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

Deliberate if the proposed items should be included in the Annual Forward Work Programme, There are a number of questions and processes that can help the Committee come to a decision on whether to include a topic.

Criteria for Selecting Scrutiny Topics

PUBLIC INTEREST:	The concerns of local people should influence the issues chosen for scrutiny;
ABILITY TO CHANGE:	Priority should be given to issues that the Committee can realistically influence, and which will result in a Cabinet decision being taken;
PERFORMANCE:	Priority should be given to the areas in which the Council, and other agencies, are not performing well;
EXTENT:	Priority should be given to issues that are relevant to all or large parts of the city;
REPLICATION:	Work programmes must take account of what else is happening in the areas being considered to avoid duplication or wasted effort.

Reasons to Reject Scrutiny Topics

- The issue is already being addressed / being examined elsewhere and change is imminent
- The top would be better addressed elsewhere (and will be referred there)
- Scrutiny involvement would have limited / no impact upon outcomes
- The topic may be sub-judice or prejudicial to the Council's interest
- The topic is too broad to make a review realistic
- New legislation or guidance relating to the topic is expected within the next year
- The top area is currently subject to inspection or has recently undergone substantial change

- 4.3 For each item on the agreed work programme, the Committee should consider if they are well defined to ensure the Committee can effectively fulfil its role for each item.

Defining Scrutiny Topics

For every item on the work programme / new referral, it should be clear:

- **What is the issue / activity / project under consideration?**
 - *A brief outline of the matter being referred / the question being asked*
- **What is Scrutiny being asked to do?**
 - *e.g. undertake a full review of the subject? Investigate / interrogate different policy options? Be consulted of final proposals before decision making? Monitor outcomes / implementation?*
- **What are the reasons for / expected benefits of involving Scrutiny in this matter?**
- **Is there a specific deadline for this piece of work?**

Section B – Supporting Information

5 Links to Council Policies and Priorities

- 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. All undertakings of the Committee should impact on the Corporate Plan Commitments and the Well-being Objectives.

Well-being Objectives	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
Corporate Plan Commitments	Thriving City	Aspirational People		Resilient Communities
Supporting Function	Modernised Council			

6 Risks

- 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 A 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 Financial Implications

- 7.1 The preparing and monitoring of the work programme is done by existing staff for which budget provision is available. 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.

8 Wellbeing of Future Generation (Wales) Act

- 8.1 The Annual Forward Work Programme does not directly address any aspects of the Wellbeing of Future Generation (Wales) Act. Each topic outlined in the Forward Annual Work Programme should be measured against the Act’s Wellbeing seven Goals and delivered in line with its Sustainable Development Principles;

Wellbeing Goals

- **A Prosperous Wales**
- **A Resilient Wales**
- **A Healthier Wales**
- **A More Equal Wales**
- **A Wales of Cohesive Communities**

- **A Wales of Vibrant Culture and Welsh Language**
- **A Globally Responsible Wales**

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.

9. Background Papers

[Good Scrutiny? Good Question! Wales Audit Office Improvement Study in Local Government. 'A Cunning Plan?' Devising a Scrutiny Work Programme' – CfPS Guide Corporate Assessment , Follow up in 2015 and Progress Report August 2016 Council Report – Scrutiny Committee Structures – May 2017](#)

Report Completed: March 2019

Overview and Scrutiny Management Committee Annual Forward Work Programme 2019/20

Topic	Role		Why is the Committee looking at this report?
Decriminalised Parking Implementation review	Overview	To consider how the Council is implementing the Civil Parking Enforcement in Newport and to make any recommendations or comments to the Cabinet Member.	<p>The Committee requested that they received an update prior to the civil parking enforcement starting and then monitor the first year of implementation.</p> <p>Timescale - Update on 6 June 2019 / Monitoring on 19 March 2020</p>
WAO Economic Regeneration Report	Performance Monitoring	To consider the Wales Audit Office report on Economic Regeneration in Newport. The Committee can offer comments and recommendations to the Cabinet Member.	<p>All regulatory reports are provided to Committees for information and those of.....</p> <p>Timescale – June 2019</p>
Scrutiny Annual Report	Scrutiny Management	The Committee will be asked to consider and endorse the Scrutiny Annual Report for 2016/17, and agree a schedule for the on-going monitoring of the implementation of the action plan.	<p>The Scrutiny Annual Report has to be approved by Scrutiny, and subsequently submitted and approved by the Council by September 2017.</p> <p>Timescale – June 2019</p>
Corporate Annual Report	Performance Scrutiny (Council wide)	To provide comment and recommendation to the Cabinet on the performance of the Council towards their objectives set out in the Corporate Plan.	<p>The Committee are receiving this report for the first time. The report will set out the progress the Council has made to each of its 20 commitments in the four themes of;</p> <ul style="list-style-type: none"> • Modernising Council • Resilient Communities • A Thriving City • Aspirational People <p>Timescale – July 2019</p>

Overview and Scrutiny Management Committee Annual Forward Work Programme 2019/20

Annual Information Risk Report	Overview	To consider how the Council is managing the risks relating to IT and make comment for consideration to Cabinet.	It is best practice for the annual Information Risk Report to receive comments and recommendations from Scrutiny before going to Cabinet. Timescale – September 2019
Public Convenience Strategy	Overview	The Committee are asked to consider and endorse the Draft Public Convenience Strategy and provide any comments or recommendations to the Cabinet Member.	The Council have a statutory responsibility to produce a public convenience strategy for the City. The Officers producing this report have requested that this report is included on an OSMC agenda for their comments. Timescale – September 2019
Page 72 Draft Economic Regeneration Strategy	Overview	The Committee are asked to consider and endorse the Draft Economic Strategy and provide any comments or recommendations to the Cabinet Member.	The Committee requested that the updated Economic Regeneration Strategy be returned to the Committee within 12 months. Timescale – October 2019
Performance Management Strategy	Recommendations Monitoring (Council Wide)	To provide comments to the Cabinet on the effectiveness of the implementation of the objective within the Corporate Plan.	The Committee will receive an update on the implementation of the Performance Management Strategy on at least an annual basis. The Committee will monitor its recommendations from the previous meeting. Timescale – October 2019
Draft Budget Proposals	Scrutiny Management	To coordinate the comments and recommendations made by the all Scrutiny Committees in relation to the Cabinet Draft Budget Proposals	Once the draft budget proposals are agreed, 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. Prior to Cabinet meeting to decide on the Budget on 12 February
	Overview	Make comments /recommendations to the Cabinet relating to the Budget Process and	

Overview and Scrutiny Management Committee Annual Forward Work Programme 2019/20

		Engagement;	Timescale – January/February 2020
Scrutiny Self Evaluation	Scrutiny Management	To consider the results of a Scrutiny Self Evaluation exercise, and determine what actions Scrutiny should take in the following year to improve its own performance.	Best practise to ensure that the Scrutiny Function is evaluating its performance in making an impact and is developing and improving the way it operates for the. Timescale – throughout the year
Civil Parking Enforcement	Implementation Monitoring	To consider how the Council is implementing the Civil Parking Enforcement in Newport and to make any recommendations or comments to the Cabinet Member.	The Committee requested an update on Civil Parking Enforcement and the opportunity to monitor its implementation during the first year. Timescale – March 2020
Annual Corporate Safeguarding	Overview	To consider how the Council is carrying out its corporate safeguarding responsibilities and make comment or recommendations to Cabinet.	It is best practice for the annual Corporate Safeguarding to receive comments and recommendations from Scrutiny before going to Cabinet. Timescale – March 2020

Page 73

Deep dive – potential items (PRG or request report)

- Use of Fairness Equality Impact Assessments
- Annual Budget Process -
- Scrutiny 'Fit for Purpose' – Update / Follow up

Regulatory reports

All regulatory reports will be sent to the Committee for information, as and when they become available

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OSMC Draft Schedule of Meetings 2019 / 2020

Committee	Agenda out	Meeting Date	Time
OSMC	30-May	6-Jun-19	10am
OSMC	27-Jun	4-Jul-19	10am
OSMC	19-Sep	26-Sep-19	10am
OSMC	24-Oct	31-Oct-19	10am
OSMC	23-Jan	30-Jan-20	10am
OSMC	12-Mar	19-Mar-20	10am
OSMC	23-Apr	30-Apr-20	10am

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