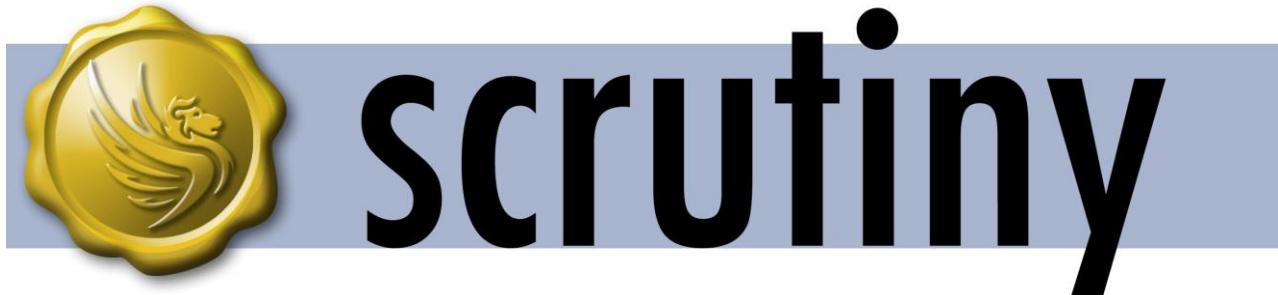




# **Scrutiny**

# **Annual Report**

# **2017-18**



[www.newport.gov.uk/scrutiny](http://www.newport.gov.uk/scrutiny)

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# Introduction

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## What is Overview and Scrutiny?

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

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

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

Scrutiny has the following roles:

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

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

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

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

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

Under the Act, Scrutiny has the power to:

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

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

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

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

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

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

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

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

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

# **Key Developments**

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

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

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

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

The main roles that the Committees undertake are:

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

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

The four new Committees;

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

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

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

### **1.1 Performance Scrutiny**

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

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

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

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

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

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

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

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

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

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

### **3. Summary of Committee Activities 2017/18**

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

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

#### **3.2 Annual Budget Setting Process**

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

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

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

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

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

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

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

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

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

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

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

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

### **Budget - Achievability**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## **4. Overview and Scrutiny Management Committee**

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### **Membership 2017 – 18:**

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

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

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

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

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

**Councillor John Guy,**

**Committee Chair**

### **Our Activities 2017 – 18**

This year the Committee's work included the following:

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

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

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

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

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

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

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

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

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

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

## **Budget Consultation and Engagement**

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

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

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

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

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

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

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

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

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

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

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

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

*Stage 1:* The Public Protection Manager provided an overview of the current Public Spaces Protection Order (PSPO) which was enacted on November 2015. It was advised that the Order will expire in November 2018 and would be considered timely to review it with a view to enacting a revised City Centre PSPO prior to this, taking into account what has worked over the past two years, what restrictions need to be kept or revised, and whether new restrictions need to be introduced to tackle other forms of anti-social behaviour that are occurring in the city centre. Public consultation would take place in form of an online survey and information would be gathered ready for April's meeting for the Committee to make recommendations to Council regarding the revised PSPO.

*Stage 2:* The Committee received a brief introduction from the Regulatory Services Manager Environment and Community on the responses to the public consultation and the resulting actions. The Committee brought attention to the perceived poor public consultation and the accrual responses of the public. A number of invitees were also given the opportunity to provide their opinion on the revised PSPO, what they believed would be its impact and better suited alternatives. The invitees included representatives from;

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

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

### **Draft Performance Management Strategy**

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

## **5. Performance Scrutiny Committee - People**

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### **Membership May 2017-18:**

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

#### **Chair's Introduction**

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

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

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

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

**Councillor David Williams**

**Committee Chair**

### **Our Activities 2017 – 2018**

This year our work included the following

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

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

The Committee's comments were referred to Cabinet.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## **6. Performance Scrutiny Committee - Place & Corporate**

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### **Membership 2017-18:**

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

#### **Chair's Introduction –**

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

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

**Councillor Chris Evans  
Committee Chair**

### **Our Activities 2017-18**

This year our work has included the following:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## **Mid Year Performance Update**

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

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

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

## **Performance Update - Quarter 3**

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

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

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

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

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

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

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

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

## **7. Performance Scrutiny Committee - Partnerships**

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### **Memberships 2017-18:**

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

#### **Chair's Introduction**

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

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

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

Councillor Majid Rahman  
Committee Chair

### **Our activities 2017-18**

This year our work included the following:

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

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

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

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

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

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

The Committee accepted the report for information.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## 8. Actions 2017-18

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

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

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

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

## 9. Actions 2018-19

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

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