Scrutiny Report

Performance Scrutiny Committee – People

Part 1

Date: July 2022

Subject   2022/23 Service Plan End of Year Reviews

Author   Scrutiny Adviser

Responsible Cabinet Member / Officer:	Area / Role / Subject
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Cllr Stephen Marshall	**Cabinet Member for Social Services (Job Share)**
Cllr Jason Hughes	**Cabinet Member for Social Services (Job Share)**
Cllr Deb Harvey	**Cabinet Member for Community Wellbeing**

Section A – Committee Guidance and Recommendations

1   Recommendations to the Committee

The Committee is asked:

1.1   To consider the following Service Plan Year-End Reviews in relation to their performance for 2022/23. Each Year-end review report includes an Executive Summary, 2022/23 Revenue Budget and Forecasted Outturn, Service Areas Risks, Analysis of Performance against Service Plan Objectives and Performance Measures as at end of Quarter 4 (31st April 2023) for:
- **Appendix 1** – Children's Services End of Year Report 22-23
- **Appendix 2** – Adult's Services End of Year Report 22-23
- **Appendix 3** – Prevention and Inclusions End of Year Report 22-23

2   Context

Background

2.1   The Corporate Plan 2022-27 has four Well-being Objectives to support its mission an *'Ambitious, Fairer, Greener Newport for Everyone'*. To support the delivery of these objectives and strategic priorities, each service area has developed their service plan. Each service plan outlines its own priorities and how the service area will contribute towards the Corporate Plan 22-27.

2.2   The Well-being of Future Generations (Wales) Act 2015 requires all public sector bodies to set Well-being Objectives in their Corporate Plans. To achieve this goal the Council's Corporate Plan

22-27 has four Well-being objectives that will prioritise our focus over the next five years and beyond:

- o Newport is a thriving and growing city that offers excellent education and aspires to provide opportunities for all.

- o A city that seeks to protect and enhance our environment whilst reducing our carbon footprint and preparing for a sustainable and digital future.

- o Newport is a supportive city where communities and care are at the heart of what we do.

- o Newport City Council is an inclusive organisation that places social value, fairness and sustainability at its core.

2.2   To deliver these objectives, in 2022 each service area produced a service plan that outlined how the service area will support the delivery of the Corporate Plan 22-27. Formal monitoring of the Service Plans commenced from 1st January 2023 (Quarter 3) and cover the period to 31st March 2024. These plans will be monitored every quarter and at the end of 2022/23, service areas will complete an End of Year review on the progress against this plan which will be presented to the Performance Scrutiny Committees. This report presents Members with the Year-End Reviews for each Service Plan and Appendices for:

- **Appendix 1** – Education End of Year Report
- **Appendix 2** – Adult's Services End of Year Report 22-23
- **Appendix 3** – Prevention and Inclusions End of Year Report 22-23

2.3   Service Plans for 2022/23 include:

- Key programme and project work being undertaken by the service area;
- Service Plan Objectives and planned actions including links to the Strategic Recovery Aims;
- Performance measures including National (Welsh Government / Public Accountability Measures) and locally set measures; and
- Service area risks.

2.3   The Local Government and Elections (Wales) Act 2021 requires Newport Council to Self-Assess:

- The effectiveness of its functions.
- Consider if it is using its resources, economically, efficiently and effectively.
- Whether the governance arrangements are effective for securing these areas.

These reports will support the Council's self-assessment and integrated with its annual Corporate Well-being Self-Assessment report.

2 Information Submitted to the Committee

3.1   This year's report for Year-end reviews cover the period 1st April 2022 to 31st March 2023 and include: 2022/23 Budget and Forecasted Expenditure, Service Areas Risks, Executive Summary, Analysis of Performance against Service Plan Objectives and Performance Measures.

The updates are structured into the following sections:

Introduction	Each report provides an introduction to each service area and their main objectives, budget and forecasted expenditure for the financial year 2022/23.
Head of Service Executive Summary	The Executive Summary provides a self-assessment of the service area performance for the last financial year. The summary also self-reflects on the

	service area successes and challenges faced during the last financial year as well as looking forward towards any new / emerging priorities for 23/24.
Service Area 22/23 Overview	This section provides a snapshot overview of progress against its objectives, its risks and also the finance outturn for 2022/23. *Note: Corporate and Services risks are reported quarterly to the Council's Governance & Audit Committee and Cabinet.*
Programmes & Projects	This section focuses on any programmes and projects being led by the service area. This may contain service area specific projects and/or major projects such as any buildings, infrastructure projects being led by the Council.
Workforce Development	These are actions which the service area in collaboration with the Council's Human Resources team have identified to improve the capacity and capability of the service to meet the needs of the service.
Analysis of Progress against Objectives / Actions	Each service plan will have an overview of progress made in 2022/23 (1st April 2022 to 31st March 2023) against the objectives and their actions. The table also shows where actions are supporting the delivery of the Council's Corporate Plan Well-being Objectives and its strategic priorities and any other Council Strategy e.g. Climate Change Plan. Performance against each action will be based upon Red / Amber / Green (RAG) status based upon whether the action is anticipated to be delivered by the agreed date or not. Each action also has a percentage of completion to enable Members to understand the current progression against the action. • Green **C** - Action has been completed • Green % - Action is on target to complete by agreed timescale • Amber % - Issues are identified which could impact on the delivery of the action by the agreed timescale. • Red % - The action is not going to be able to deliver by agreed timescale and immediate action is required. • ? – Unknown – Data missing.
Performance Measures	For performance measures that are reported the figure will indicate whether it is achieving its target or if it is under achieving. Where measures are under achieving against the target (Amber / Red) the service area will provide commentary to explain the reason(s) and what action is being taken to improve performance. Performance of the Measures is ranked using the following: • Green - Performance is above Target • Amber - Performance is below Target (0-15%) • Red - Performance is under achieving (+15%) • ? – Performance is unknown (data missing) The report will also include the performance measures previous performance in the last three years for comparison.
Glossary	Provides an overview of how projects, actions, risks and performance measures are assessed. Any abbreviations used in the document.

4. Suggested Areas of Focus

4.1 Role of the Committee

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

Assess and make comment on:

- **Corporate Plan –** Service area contribution and delivery against the Council's Corporate Plan 2022-27.
- **Finance –** Consideration of the service area outturn and resources to effectively deliver best value for their services provided and to achieve the objectives identified in their service plan.
- **Objectives and Actions –** Is the service area making good progress against the actions identified in the service plan?
  - For actions that have been completed, has the service area demonstrated what the outcome(s) of delivery are and what impact it has had on the service area.
  - For actions still in progress, are these actions still projected to be completed on time and are there any areas where further clarification is required.
  - Do Members have sufficient assurance that good progress is being made by the service area to support the overall delivery of the Corporate Plan.
- **Performance Measures** – Are there any performance measures that are under performing and is there reasonable explanation and sufficient action being taken to address performance both in the short term and long term.

In drawing its conclusions, the Committee should assess:

- Is the Committee satisfied that the service areas are making good progress against their objectives, actions and performance measures at the end of the last financial year?
- Are there any specific areas which the Committee requires further assurances on its delivery (reported separately through the scrutiny committee work programme)?
- What was the overall conclusion on the information contained within the reports?
- Are there any areas in the report that are missing and/or require further clarification?
- Does the Committee wish to make any Comments / Recommendations to the Cabinet?

4.2 **Suggested Lines of Enquiry**

In evaluating Service Plan performance, the Committee may wish to consider:

- Analysing the Service Plan End of year Reviews and evaluating how well Service Areas performed in 2022/23 against the objectives, actions, recovery aims and performance measures in their service plans;
- Is the service area taking demonstrating sufficient steps to transform or change the way they deliver services to meet the long term needs of its users?
- Are actions appropriately contributing to the Well-being objectives?
- Is any underperformance being addressed and are associated risks being mitigated?
- Are there any emerging risks / issues and lessons learned the service area should consider in the short term and long term?
- Are there any barriers to improving performance of objectives, actions and performance measures in the Service Plans?
- Is the Service Area managing its resources effectively, efficiently to provide best value?

4.3 **Well-being of Future Generations (Wales) Act**

5 Ways of Working	Types of Questions to consider:

Long-term The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.	Do the objectives and actions of the service area take into account the long-term trends that will impact services areas?
	Do the objectives and actions consider the needs of service users and future trends of service delivery? E.g. What is the demographic forecast of young people living in Newport services required to support needs of future service users?
Prevention Prevent problems occurring or getting worse.	Do the objectives and actions undertaken prevent issues being faced by service users / communities now and in the future?
	Are the solutions being provided today having an impact on the root causes of the problem(s)?
	Is the service area addressing areas of underperformance that will improve service delivery in the short term and long term?
Integration Considering how public bodies' well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.	Are service areas considering the goals of strategic partner organisations, the Public Services Board and wider regional / national objectives?
	Is the progress of delivery against objectives aligned with that of other Council service areas, strategic partners and that of other organisations?
Collaboration Acting in collaboration with any other person (or different parts of the organisation itself).	Who does the service area collaborate with (Internal / external) to deliver objectives and actions?
	What are the lessons learned and benefits from collaborative working?
	How does collaboration benefit the Council and service users in the long term? E.g. resource, knowledge, expertise, best value, outcome(s) for the service user.
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.	How are the views of the service user / wider community and partners being considered in the delivery of services and activities?
	How does the feedback of service users, citizens and businesses improve their experience and ensure lessons are learned?
	How do you ensure the views of vulnerable and marginalised communities taken into consideration on decision making?

Section B – Supporting Information

5   Links to Council Policies and Priorities

5.1   Service Plan End of Year Reviews directly support the delivery of the Council's Well-being Objectives set in the Council's Corporate Plan 2022-27 and the Strategic Recovery Aims. Furthermore, the four Well-being Objectives contribute towards the delivery of the Gwent Public Services Board Well-being Plan 2023-28 and ultimately the Well-being Goals set in the Well-being of Future Generations Act 2015. An overview of the strategic alignment is highlighted in the table below.

5.2   Members of the Committee should also consider the statutory duties that service areas are required to deliver and comply with necessary legislation. These are outlined in the Council's Constitution and where necessary stated in the report.

Well-being Objective	1 – Economy, Education and Skills	2 – Newport's Environment and Infrastructure	3 – Preventative and Equitable Community and Social Care	4 – An Inclusive, Fair and Sustainable Council

Aims:	Newport is a thriving and growing city that offers excellent education and aspires to provide opportunities for all.	A city that seeks to protect and enhance our environment whilst reducing our carbon footprint and preparing for a sustainable and digital future.	Newport is a supportive city where communities and care are at the heart of what we do.	Newport City Council is an inclusive organisation that places social value, fairness and sustainability at its core.

6. Background Papers

- [The Essentials – Well-being of Future Generation Act (Wales)](#)
- [Corporate Plan 22-27](#)
- Education End of Year Review 22-23

Report Completed: July 2023