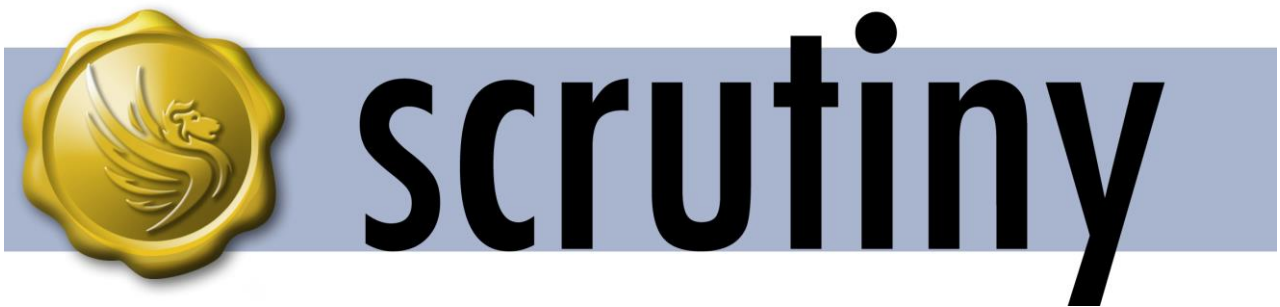




# **Scrutiny Annual Report 2015-16**



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# 1. Introduction and Summary

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This report looks at the work of the Scrutiny Committees from May 2015 to April 2016. 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.

Scrutiny in Newport has been on a continuous process of improvement since the completion of the WAO's national peer review project ("Good Scrutiny? Good Question!") in 2012/13. We have used our Annual Report each year to drive this process, using the feedback from regulators and others as the basis for our action planning. So, as well as continuing our ongoing improvement projects, the actions planned in last year's Annual Report also enabled us to respond to the latest Corporate Assessment Review from the Wales Audit Office, and comments from other regulators (Estyn and CSSIW).

Scrutiny has made good progress this year in delivering its work programmes and working towards the priorities set out in last year's plan. Section 2 of this report recounts some of the key activities for each of the Committees this year. Section 3 sets out our progress against last year's action plan, and Section 4 sets out the proposed actions and priorities for the coming year.

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

## **Scrutiny Improvement Group / Chairs of Scrutiny**

The Scrutiny Improvement Group was set up in August 2013, to drive forward improvements and champion Scrutiny within the Council. A number of new ways of working were agreed through the SIG, and progress was also made in developing the relationship between Scrutiny and the Executive.

In March 2016, in light of the positive progress made, it was agreed by SIG that there was no longer a need to meet on a monthly basis, and instead many of the operational matters dealt with by the SIG could now be taken forward by the Chairs acting collectively. It was agreed that the SIG would continue, but on an ad-hoc basis, as matters of discussion arose and at the request of the Chairs.

Three new committee chairs were appointed in May 2016. They are now meeting on at least a monthly basis to manage developments in scrutiny, and oversee the smooth running of the committee work programmes. This system is working very effectively, ensuring a consistent approach across the Committees and enabling the sharing and dissemination of best practice.

## **Strengthening Scrutiny Systems**

This year we have introduced a number of positive changes to the structure of scrutiny, all designed to strengthen the challenge provided by the Scrutiny Members and ensure consistency across the Committees.

As well as the changes described above to the Three Chairs / SIG, we have also introduced a number of new meeting procedures to help underpin effective scrutiny, including:

- The introduction of pre-meetings for all Committee meetings, giving Members time before the meeting to gather as a 'team', clarify questions and plan their approach;
- A new system of information reports, enabling us to share more background information and data with Members without taking up valuable Committee time;

- An enhanced system of reporting for service plans, designed to help focus on areas of underperformance and/or concern.
- Agreement on regular attendance by Cabinet Members at Scrutiny.
- A new layout for the meeting room, clarifying the process for witnesses attending scrutiny as well as improving accessibility for the public.

Developing and building on these systems will continue to be a priority next year - as is the case for all departments, we have to work within limited resources, but by focussing on having the right systems in place we can target the resources we have more effectively.

### **Priorities for 2016-17**

As well as developing and embedding the new systems described above, there are a number of other priorities which will require our focus in the coming year.

The Wellbeing of Future Generations (Wales) Act 2015 places a number of new responsibilities and duties upon the local authority. As well as impacting upon our policy development work, there is also a new statutory requirement to scrutinise the Public Services Board. We are in the process of setting up a Policy Review Group to oversee the development of this new scrutiny process. This is potentially a huge area of work for scrutiny, so it is essential that any new system is realistic and deliverable within existing resources.

As this is the final year of office for our current Members, we will be concentrating on completing as much as possible of the current work programmes before the new intake of Councillors in May 2017. There is still work to do to address the public engagement strategy, and we are planning further training and information sessions for Members to support their work and strengthen scrutiny practice before the new Council is in place. Within the scrutiny team we will also be planning for the new intake, preparing induction activities and training packages, and planning for new work programmes.

## **2. The Scrutiny Committees**

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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.

### **Service Plans**

We have continued to develop the system of reporting service plans by exception only, using the new information reporting process to share the full analysis of service plans with Committee Members, but making sure Committee meeting reports and questions are focussed on the main variances in performance. We will continue to refine this process, in response to Members' feedback, and also in light of the new Performance Management reporting Framework due to be agreed shortly.

### **Budget**

It was agreed by the Scrutiny Improvement Group that, in considering the Cabinet's draft budget proposals, Scrutiny Members had a key role to play in championing public engagement, and the proper operation of Fairness and Equality Impact Assessments (FEIAs). The Scrutiny Improvement Group was involved in the development of the public engagement process for the 2016-17 budget, and Committees were provided with analysis of the public engagement process results. We also delivered training to Members on FEIAs. This training was the same session delivered to staff responsible for completing FEIAs, so Members received the same messages as staff, and could understand what to expect from FEIAs in the draft budget proposals.

### **Single Integrated Plan**

The Scrutiny Improvement Group agreed that consideration of the Single Integrated Plan (SIP) should be split into the three key themes, sending each theme to the most relevant Committee for consideration. The aim of this approach was to reduce the amount of time required to consider the SIP at the Committee meetings, and share the workload equally between the Committees. Update reports were presented to Committees in February, with key partners attending Committee to set out progress and respond to Members' questions. This worked well, with Committees able to apply their subject knowledge to the relevant sections of the Plan. This system will continue next year, while we develop arrangements for scrutinising the new Public Services Board.

### **Improvement Plan**

In Autumn 2015, all Members were consulted on the shortlist of priorities for the 2016-18 Improvement Plan, alongside consultation with the public, staff, and the Fairness Commission. After the priorities had been agreed by Cabinet, in February / March 2016 the Committees received the detailed content of the draft Plan for the priorities within their respective portfolios. Comments and observations from scrutiny were fed back to Cabinet before the final draft was agreed and signed off by Council.

### **Director of Social Services Annual Report**

Joint meetings were held in May and November between the two Committees which deal with Social Services issues. In May, 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 November, CSSIW attended to present their Performance Evaluation Report 2014-15, and Members were able to ask related questions. Members accepted the findings of the report and acknowledged that progress had been made on the Areas for Improvement.

## ***Community Planning and Development***

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### **Membership 2015-16:**

Councillors Atwell (Chair), Delahaye, Ali, Morris, Mudd, T Suller, H Thomas, K Thomas and Watkins

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

The Committee has a wide and varied portfolio and has previously struggled at times to complete a challenging annual workload. The review of the Work Programme agreed by the Committee in July 2015 continued to refocus the Committee's workload which has enabled a rebalancing between less overview and scrutiny of topics considered at Committee and more opportunity for focussed Scrutiny Reviews to be undertaken in Policy Review Groups.

A review of the IT Service has been concluded and recommendations made to the Cabinet Member and the Committee will consider a monitoring report regarding these recommendations later this year. The Committee will also consider a report in October upon Community Centres Recommendations Monitoring from the review that concluded last year. Reviews upon Workforce Plan and Adult Residential Care are ongoing this year.

The Committee continues to encourage representatives from our partners and volunteers to attend relevant meetings where possible, examples include: inviting Newport Carers' Forum Members to meetings when the Carers Strategy was considered; and inviting Public Health Wales and Aneurin Bevan Health Board representatives to meetings where the Public Service Board Single Integrated Plan Health & Wellbeing Theme was considered.

In addition to scrutinising the statutory Annual Report of the Director of Social Services and the Care and Social Services Inspectorate Wales (CSSIW) Regulatory Performance Evaluation report in joint meetings, the Committee also scrutinised a CSSIW Inspection Report on Adult Social Services this year. Communication between this Regulator and Scrutiny has been improved and scrutiny reports upon performance of Service Plans have been redesigned to take on board recommendations from CSSIW to strengthen this aspect of scrutiny.

***Councillor David Williams  
(Committee Chair from May 2016)***

### **Our Activities 2015-16**

This year our work has included the following:

- **Newport City Homes Final Monitoring Report**

The Committee received a final report five years after Stock Transfer on Newport City Homes' performance in delivering commitments made to tenants, leaseholders and staff in the pre-transfer Offer Document. The Chief Executive gave a presentation and Members had the opportunity to question her and the Director of Housing and

Regeneration and the Business Improvement Manager. Members thanked the Chief Executive and Officers of Newport City Homes for a great presentation full of energy and positivity and endorsed the progress made in delivering the Offer Document commitments made prior to stock transfer, having regard to the Welsh Government developments in Housing Policy and Practice.

- **Annual Information Risk Report 2014-2015**

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. Following Members' questions, the Committee endorsed the draft Annual Information Risk Report 2014-15 and the information governance arrangements and provided comments for the Cabinet Member's consideration together with the amended draft report.

- **Improving the Quality of Council Residential Homes**

Consideration was given to a report upon improving the quality and performance of Council Residential Care Homes. The Provider Services Service Manager introduced the report and made a presentation upon the background, improvement progress and monitoring and support arrangements and introduced the newly appointed Quality Assurance Officer who is constructively working with Residential Homes on quality assurance and the Programme Manager from the Business Improvement Team. The Committee acknowledged the improvements to the quality and performance of the Council's in-house Residential Care Homes and provided comments upon the report.

- **CSSIW Inspection Report – Adult Social Services**

Consideration was given to the Care and Social Services Inspectorate Wales (CSSIW) Inspection Report upon Adult Social Services undertaken in November /December 2014. Duncan Marshall, Area Manager for CSSIW, was welcomed to the meeting to present a summary of the report's key findings and recommendations. This was followed by a presentation by the Head of Adult and Community Services upon the updated action plan in response to the Inspection report, advising that many of the actions have since been undertaken and moved forward. The Area Manager of CSSIW advised that the Inspectorate recognised the action plan work as moving forward and that they would be likely to revisit and review at a future date. The Chair thanked the Area Manager for his report and acceptance of the progress to date. The Committee accepted the findings of the CSSIW report and acknowledged that progress had been made in the Action Plan to address the Recommendations.

- **Wales Audit Office Review Information Management and Governance**

Consideration was given to the Review which focussed upon IT and information issues picked up from the Corporate Assessment carried out by WAO, which were being taken forward. Most of the field work was done by WAO the year before, over the summer of 2015, during which they spoke to a lot of staff and managers and reported a good record of responding to information security breaches and reporting where appropriate to the Information Commissioner's Office. The on-going issues about business continuity were not new issues and were also identified as recommendations to other organisations. The role of Chair for the Information Governance Group had been reallocated to the Strategic Director – Place. The Committee accepted the findings of the WAO Review, endorsed the progress made in the Council's response to the findings of the report and the accountability and monitoring arrangements for the Service Plan and Annual Information Risk Report and referred comments made to the Deputy Leader.

- **Presentation: Impact of the Social Services and Wellbeing Act**

The regional lead on the Social Services and Wellbeing Act, gave an informative presentation on the impact of the Act on local authority service planning and delivery, as well as wider partnership working and Members had the opportunity to ask questions and requested further information. All Scrutiny Members were invited to attend this session, which was also filmed so that the presentation could be shared with those not present.

- **Further Monitoring and Evaluation Work**

The Committee has also received reports and fed back comments on the following:

- Annual Corporate and Social Services Compliments and Complaints Report April 2014 – March 2015;
- Community Centres Recommendations Monitoring;
- 2014-15 Adult Protection Annual Report;
- Food Standards Agency Report on Public Protection's Food and Feed Law Enforcement Service and Action Plan.

- **Policy Review Groups**

The Committee established Policy Review Groups to undertake the review of the following topics within the Work Programme:

- Adult Residential Care
- Workforce Plan

The Committee concluded its review of the following topic and will monitor the outcome of the recommendations made:

- IT Service

## ***Learning, Caring and Leisure***

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### **Membership 2015-16:**

Councillors David Mayer (Chair), David Fouweather, Emma Garland; Ibrahim Hayat; Christine Maxfield; Sally Mlewa; Mark Spencer; Cliff Suller; Kevin Whitehead and David Williams.

The Committee's membership also includes statutory co-opted members where education matters are discussed, representing the Catholic Church, The Church in Wales and Parent Governors. There is also a position for a co-opted member from Newport Youth Council (not currently filled).

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

There have been a number of positive developments recently in the effectiveness of Scrutiny in Newport and, having been reappointed to the office of Scrutiny Chairman, I am committed to further improvements in delivering effective scrutiny in Newport. In developing a culture of effective Member led Scrutiny, we encourage teamwork amongst Members so we can deliver effective outcomes for both scrutiny and policy development, working closely with Officers and developing a positive relationship with the Executive.



This year, the Committee has been involved with many important matters concerning Education and Children's Services, the highlights of which are set out below. The committee will continue to be vigilant and proactive in providing robust challenge to services and positive contributions to policy options for improved service delivery.

The committee continues to improve its knowledge and skills in undertaking its duties. The knowledge we have gained provides a foundation for developing more effective processes in the coming year. These processes will now include pre-meeting discussions aimed at delivering more focussed scrutiny and therefore more relevant and effective outcomes. Alternative ways of working including forwarding information to Committee Members outside the committee forum will also ensure more effective and efficient use of committee time, enabling debate to focus on the most pressing issues.

We will build on this success and continue to develop our skills to hold the executive to account and provide more efficient and relevant services.

***Councillor John Guy  
(Committee Chair from May 2016)***

## **Our Activities 2015-16**

This year our work has included the following:

- **National Categorisation of Newport Primary and Secondary Schools**

The Committee considered a report on national categorisation linked to Newport Primary and Secondary Schools. The new system evaluated and assessed schools' improvement category using the following intelligence:

- A range of performance measures provided by the Welsh Government;
- Robust self-evaluation by schools on their capacity to improve in relation to leadership, learning and teaching; and
- Corroboration of the school's self-evaluation by challenge advisers in the consortia, agreed with the local authority.

The new model and system would ensure a system-wide approach was developed to support and challenge schools. That was not purely data-driven but also took into account the quality of leadership, teaching and learning in schools. The Committee commented on the new arrangements.

- **Full Joint Inspection of Youth Offending Work in Newport**

A report was considered on the outcome of the Full Joint Inspection of Youth Offending Work in Newport, led by HMI Probation and the updated Improvement Plan prepared in response to its findings and conclusions published in September 2014. In undertaking the Inspection, HMI Probation was supported in Newport by staff from Care and Social Services Inspectorate Wales (CSSIW), Estyn, Healthcare Inspectorate Wales (HIW) and HM Inspectorate of Constabulary (HMIC).

The Inspection Report's findings, conclusions and recommendations together with the Improvement Plan regarding progress and proposals for continuing improvement were discussed. The Committee noted the significant success regarding the improvement Plan

achieved to date in response to the Inspection outcomes. A further inspection was planned and progress would be reported back to the Committee.

- **Care and Social Services Inspectorate Wales (CSSIW) Inspection Report Newport City Council Fostering Services**

The outcome of inspection findings regarding the Council's Fostering Services, undertaken in February and published in May 2015, were reported to the Committee and discussed by Members.

- **Care and Social Services Inspectorate Wales (CSSIW) Inspection Reports Children's Residential Facilities in Newport**

Members considered a report on the outcome of Inspections undertaken in children's residential units in Newport and action taken by the Council in response. The report detailed the Inspection findings and conclusions regarding each facility. The Council had responded with proposals to address issues arising from the inspection of the facilities and details of improvements made in each unit were highlighted.

- **Pupil Performance Data 2014/15**

A report on pupil performance for Foundation Phase and Key Stages 2 and 3 at the end of the academic year 2013/14 was considered in October 2015. As good practice, the report also provided an early insight into provisional pupil data for Key Stage 4 for 2014/15.

The validated 2014/15 pupil performance data for Key Stage 4 and 5 was subsequently reported in January 2016. The Key Stage 4 element of the report showed contextualised data linked to the national core data set, whilst the Key Stage 5 element shows progress over time and comparisons between regional and national outcomes.

- **Special Education Needs (SEN) Inclusion - Monitoring and Performance**

The Committee monitored the performance of the SEN/Inclusion Service in 2014/15, highlighting progress and challenges since the last report. The Council has statutory responsibilities regarding identification, assessment and provision for children identified as having Special Educational Needs (SEN), including managing all elements of the Statutory Assessment Process, and maintaining records of pupils at all stages.

To demonstrate that the Council was fully discharging its duties regarding SEN, the report highlighted performance regarding the five main areas crucial in ensuring this. The Committee put in place further monitoring arrangements to ensure the position continued to be carefully monitored.

- **National Adoption Service 1<sup>st</sup> Annual Report**

A report was considered on progress made by the South East Wales Adoption Service (SEWAS) since its formation as part of the National Adoption Service in April 2014. Members noted that a great deal had already been achieved, and the SEWAS annual report had received a good response and positive media coverage. SEWAS also had a business plan which sought to achieve the priorities highlighted and also those recognised as being required locally to improve the service delivered.

There were areas for improvement within the region, in particular the response time to enquiries for adoption and a reduction in the time taken for children who had should be

placed' decisions to be matched with adopters. The report highlighted the top priorities for South East Wales. Members discussed the issues involved and commented accordingly.

- **Local Authority Education Services for Children and Young People: 2015 Self-Evaluation Report**

Members discussed the 2015 annual self-evaluation of education services for children and young people in Newport. The self-evaluation was based on the Estyn Common Inspection Framework, which stated that “the process of self-evaluation should be continuous and an embedded part of the local authority’s working life”. Currently a single inspection framework covered all local authority education services for children and young people, including education, the youth service, and partnership arrangements for youth support services. However, from September 2016, a revised model for undertaking inspections by Estyn would have implications for how scrutiny engaged with Estyn in undertaking the inspections and would involve closer working between them.

- **South East Wales Education Achievement Service**

The Committee considered a report on the financial contribution to the EAS by the Council for financial year 2015/16, and the level of support which the EAS had provided to Newport in that year. The report also set out the new plans to identify value for money linked to EAS outcomes. Members discussed the issues involved and commented accordingly.

The Committee also received and commented on the EAS Business Plan for 2016-19, outlining the planned programme of work to achieve improved outcomes for children and young people. Members commented accordingly and agreed to undertake further regular monitoring in due course.

## ***Street Scene, Regeneration and Safety***

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### **Membership 2015-16:**

Councillors Roger Jeavons (Chair), Miqdad Al-Nuaimi, Tom Bond, Chris Evans, Matthew Evans, Margaret Cornelius, Paul Hannon, Paul Huntley, Sally Mlewa..

### **Chair’s Introduction:**

This year has seen continuing improvement in the delivery of effective Member-led scrutiny in Newport. As the newly appointed Chair of the Street Scene, Regeneration and Safety Committee I remain fully committed to this principle, and I am keen to introduce new ways of working to improve the information flow to Members of my Committee, making sure the Committee is working in a focussed business-like and efficient way to deliver effective outcomes.

The Committee last year contributed to a number of major strategic issues, most notably the Review of the Council’s Economic Regeneration Strategy and work done on recycling in Newport.

I look forward to building on the success of our scrutiny work in the coming year, delivering a refreshed and refocused work programme, and implementing further opportunities to innovate and review our approaches to delivering improved outcomes. These processes will now include

already piloted pre-meeting discussions aimed at delivering more focussed scrutiny and therefore more relevant and effective outcomes for service options and accountability. Additionally, alternative ways of working including forwarding information to Committee Members outside the usual committee agenda also make for more effective and efficient use of committee time, enabling debate to focus on the most pressing issues.

We aim to consolidate and improve on this success and hone our skills in holding the executive to account and contributing towards more efficient and relevant services.

***Councillor Omar Ali***  
***(Committee Chair from May 2016)***

## **Our Activities 2015-16**

This year our work has included the following:

- **Increasing Recycling: Waste Awareness Wales Project**

Waste management is a major priority for the Council, and 'Increasing Recycling' was one of the eight priorities in the Council's Improvement Plan for 2015-16. The Committee also identified Waste Management as one of its key priorities, and in April 2014 established a Policy Review Group to develop a marketing strategy targeting householders not engaged, or intermittently engaged, in recycling, in order to increase the level of recycling and reduce the residual waste collected from the kerbside.

Subsequently, the Group joined with an officer project team, which shared similar objectives, to oversee the projects being trialled in this area. At the end of 2014, funding became available from Waste Awareness Wales (WAW) to deliver a project that aimed to increase dry and food waste recycling in a targeted area, using segmentation profiling for targeting doorstepping activity. £30,000 was awarded and the project took place in February and March 2015, reporting back to the Committee in July 2015.

The project, involving approximately 18,000 properties, was overseen by the Policy Review Group working in partnership with officers, and resulted in a wealth of evidence on the recycling habits of these households, and the impact of targeted doorstepping activity on recycling rates. Waste Management remains a key priority for the Council, and the Committee continues to monitor progress in this area.

- **Draft Economic Regeneration Strategy**

In April 2015, the Committee set up a Policy Review Group to oversee the development of the new Economic Regeneration Strategy. The Group held a series of meetings with the responsible officers to review the draft strategy as it was being put together. The final draft was endorsed by the Group, and presented to the Committee in July 2015. Members noted that the group had provided robust critique to Officers during the drafting of the plan, which had resulted the development of an ambitious but deliverable ten year strategy being presented to Members. The strategy was endorsed by the Committee and recommended to Cabinet and Council for adoption.

- **City Centre Public Space Protection Order**

The Committee oversaw the development of the City Centre Public Space Protection Order (PSPO), which was adopted by Council on 24 November 2015. Draft proposals were presented to the Committee in August 2015, and it was agreed to go out to public consultation on the measures that could be included in a PSPO. The results of the

consultation were reported back to the Committee on 15 October 2015, and the Committee made recommendations to the Cabinet Member, and subsequently Council, on the measures that should be included in the Order.

- **City Centre Traffic Management Flow**

The Committee received an update on access and egress to the city centre in anticipation of the opening of Friars Walk. Members were concerned to ensure there was sufficient parking to meet anticipated demand and signage for the main routes into the city. Concerns regarding traffic flow and connectivity of certain junctions were highlighted. Other matters including car park charging and ensuring the traffic flow was as smooth as possible were discussed.

- **Future of Higher Education In Newport**

This matter was referred to Scrutiny from Council, following a notice of motion regarding the future of the University of South Wales' Caerleon Campus. Representatives of the University gave a presentation to the Committee regarding the context of this issue – the University's commitment to develop and grow its presence in the City – and the current public consultation that will inform future planning options for developing the former campus site in Caerleon. Members were keen to discuss the future of higher education in Newport and were given the opportunity to comment upon the University's proposals as for the Caerleon site as part of the consultation process.

- **Reviews**

The Committee agreed to undertake reviews of the following topics within the Work Programme:

- Review of Staffed School Crossing Patrols (Policy Review Group)
- Review of Community Council Concurrent Expenditure (Whole Committee)

The Committee concluded its review of the following topics and will monitor the outcome of the recommendations made:

- Economic Regeneration Strategy
- Increasing Recycling / Waste Management
- City Centre Public Space Protection Order

### 3. Action Plan Review 2015-16

The last annual report identified the priorities and planned actions for 2015-16. The table below charts our progress against those priorities.

Priority	Action		Who?	Status	Progress
<p><b>Work Programming and Scrutiny Methods</b></p> <p><i>To strengthen committee work programming arrangements to ensure that they are timely, meaningful, informative and transparent, balanced, monitored and joined up.</i></p>	1	Undertake the Annual review of the Committees work programmes and assist members in ensuring that scrutiny work is focused on key risks and priorities, and can make a positive impact on service improvement and policy development.	<b>Scrutiny Team / SIG</b>	Completed	<p>Review completed with work programmes formally agreed in September 2015. Work on this is ongoing to support members in dealing with ad hoc referrals, ensuring that the programmes stay focused on high impact activity, and do not become overloaded.</p> <p>Committee work programmes are discussed at the Chairs of Scrutiny meetings each month, to check coordination and take an overview of the whole programme / workload, as well as manage new referrals.</p>
	2	Work with the Scrutiny Improvement Group to consider new ways of working and examine the range of methods available in carrying out scrutiny work, including the use of technology to support alternative ways of working and information sharing between Members.	<b>Scrutiny Team / SIG</b>	Ongoing work with the Three Chairs / SIG as required	<p>A number of new ways of working have been agreed through the SIG, including new approaches for service plans, information reporting and pre-meetings.</p> <p>In March 2016, it was agreed by SIG that there was no longer a need to meet on a monthly basis, and instead many of the operational matters dealt with by the SIG could now be taken forward by the Chairs of Scrutiny acting collectively. It was agreed that the SIG would continue, but on an ad-hoc basis, as matters of discussion arose and at the request of the Chairs.</p>
	3	Complete the Gwent Scrutiny Challenge project and use the resulting toolkit to critically evaluate	<b>Scrutiny Team</b>	Partially completed	This has been delayed due to pressures of other work, as well as the reduction in central support from WG / WLGA (this was being supported by the CfPS Wales Programme which ceased in March 2015).

		the performance of the Overview and Scrutiny function in Newport.			Although a final toolkit has not been agreed with our Gwent colleagues, the process has already produced a lot of worthwhile material which we can use, and this will be particularly helpful in preparing for new Member induction after the May 2017 election.
	4	Develop the links between Scrutiny and Auditors / Inspectors / Regulators, in particular to support work programming and training.	<b>Scrutiny Team</b>	Ongoing	Meetings have been held by the Scrutiny Team with both CSSIW and Estyn to discuss developments of links, training and work programmes. This is an area which we intend to develop and build on in the coming year.
<b>Communication and Engagement</b> <i>To improve public access to the Scrutiny process.</i>	5	Develop a public engagement strategy for scrutiny, to improve public access to the scrutiny process, ensuring that processes are consistent and duplication is avoided with other processes within the Council.	<b>Scrutiny Team / SIG</b>	Completed	The Public Engagement Strategy was approved by SIG in June 2015. Some elements have already been actioned (e.g. room layout, nameplates etc) but there is much still to do in this area. There is an action plan alongside the strategy and more work is planned over the next 12 months.
<b>Relationship with the Cabinet</b> <i>To continue to develop the relationship and working arrangements between the Executive and Scrutiny</i>	6	Continue regular meetings between Scrutiny and the Executive to develop protocols for interaction between Scrutiny and the Executive and to discuss opportunities to widen the scope for monitoring the outcomes of decisions where considered necessary.	<b>Scrutiny Team / SIG</b>	Ongoing	Meetings continued between the Executive and Scrutiny last year, including a “back to basics” presentation on the role and purpose of scrutiny, and discussions on the appropriate arrangements for Cabinet Members attending Scrutiny. The latter have now been agreed and Cabinet Members are attending Scrutiny at regular intervals.  With the change in role for the SIG / Three Chairs, and a change in Council leadership, it has now been agreed that formal contact will continue through meetings between the Chairs and the Leader / Deputy Leader in the first instance.

	7	Clarify Scrutiny's role within the overall Governance arrangements of the Council, including the links between the scrutiny function and Performance Board.	<b>Scrutiny Team / SIG</b>	Ongoing	<p>As mentioned above, a presentation was made to the Executive and SIG meeting in October to clarify the role and purpose of scrutiny within the Council's governance arrangements.</p> <p>The question of links between the Performance Board and scrutiny is now out-dated because the Performance Board is no longer operating. We are working with the Performance team to develop an appropriate role for scrutiny within the new arrangements for managing performance, building on the existing measures in place for service plan monitoring.</p>
<p><b>Training and Development</b></p> <p><i>To ensure Scrutiny Members are provided with the necessary training and development opportunities to undertake their role</i></p>	8	To discuss Members requirements for training with the Scrutiny Improvement Group and to complete the review of Training and development for Scrutiny Members and Officers and ensure any gaps in training identified are addressed.	<b>Scrutiny Team / SIG</b>	Ongoing	<p>Based upon discussions with the SIG, Member PDPs, and input from Officers, we set up a programme of training events and seminars alongside the work programmes agreed in September 2015. We have been developing this in conjunction with SIG / the Chairs throughout the year, as and when training issues arose. The programme has included training on fairness and equality impact assessments ahead of the budget, a seminar on the impact of the Social Services and Wellbeing Act, and a repeat of the successful session held with the Fairness Commission.</p> <p>This will be a key focus for the coming year, updating the programme as new practices are developed and training needs arise.</p>
<p><b>Scrutiny Support</b></p> <p><i>To strengthen and enhance the service provided to Scrutiny Members</i></p>	9	Enhance links with colleagues within the Council and beyond and to look at a range of methods to promote and support the scrutiny	<b>Scrutiny Team / SIG</b>	Ongoing	<p>We have uploaded a number of new pages to the Council's intranet to provide information to staff on the democratic process, and scrutiny in particular. We will continue to develop this area and upload further information to the intranet over the next year.</p>



<i>by the Scrutiny Team.</i>		function.			
	10	Update Scrutiny Team procedures and processes to ensure a consistent and thorough approach.	<b>Scrutiny Team / SIG</b>	Completed	The Scrutiny Team Manual has been updated with the latest practice changes and shared with staff. This will continue to evolve as new practices are developed.

## 4. Planned Actions 2016-17

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<b>Priority</b>	<b>Goal</b>
<b>Work Programming and Scrutiny Methods</b>	<i>To strengthen committee work programming arrangements to ensure that they are timely, meaningful, informative and transparent, balanced, monitored and joined up.</i>
<b>Communication and Engagement</b>	<i>To improve public and staff access to the Scrutiny process.</i>
<b>Relationship with the Cabinet</b>	<i>To continue to develop the relationship and working arrangements between the Executive and Scrutiny</i>
<b>Training and Development</b>	<i>To ensure Scrutiny Members are provided with the necessary training and development opportunities to undertake their role.</i>
<b>Scrutiny Support</b>	<i>To strengthen and enhance the service provided to Scrutiny Members by the Scrutiny Team.</i>

## Action Plan for 2016-17

Priority	Action		Who?	When?
<b>Work Programming and Scrutiny Methods</b>  <i>To strengthen committee work programming arrangements to ensure that they are timely, meaningful, informative and transparent, balanced, monitored and joined up.</i>	1	To develop the use of Committee pre-meetings in order to focus challenge more effectively and improve the quality of questioning.	<b>Scrutiny Team / Chairs</b>	By April 2017
	2	To introduce an effective system for scrutiny of the Public Services Board, in response to the statutory duty placed on scrutiny by the Wellbeing of Future Generations Act.	<b>Scrutiny Team / Chairs</b>	By April 2017
	3	To introduce a new report template to improve the quality and focus of the information that is presented to Committees.	<b>Scrutiny Team</b>	By October 2016 meeting cycle
	4	To continue to develop links between Scrutiny and Auditors / Inspectors / Regulators, in particular to support work programming and training.	<b>Scrutiny Team</b>	Ongoing
<b>Communication and Engagement</b>  <i>To improve public access to the Scrutiny process.</i>	5	To continue implementation of the Public Engagement Strategy agreed in 2015.	<b>Scrutiny Team / Chairs</b>	By April 2017
<b>Relationship with the Cabinet</b>  <i>To continue to develop the relationship and working arrangements between the</i>	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.	<b>Scrutiny Chairs</b>	Meetings already diarised.
	7	To develop an appropriate role for Scrutiny within the new arrangements for managing performance, and building on the existing measures for service plan monitoring.	<b>Scrutiny Chairs</b>	By December 2016.

<i>Executive and Scrutiny</i>				
<b>Training and Development</b> <i>To ensure Scrutiny Members are provided with the necessary training and development opportunities to undertake their role</i>	8	To update and deliver the training and seminar programme for Members, including training to support: <ul style="list-style-type: none"> <li>- Budget scrutiny;</li> <li>- Performance scrutiny; and</li> <li>- Implementation of the Wellbeing of Future Generations Act.</li> </ul>	<b>Scrutiny Team</b>	By April 2017
	9	To work with current Members to develop an effective scrutiny induction programme for Elected Members after the 2017 election.	<b>Scrutiny Team</b>	By April 2017
<b>Scrutiny Support</b> <i>To strengthen and enhance the service provided to Scrutiny Members by the Scrutiny Team.</i>	10	To enhance links with colleagues within the Council and beyond, and to look at a range of methods to promote and support the scrutiny function.	<b>Scrutiny Team</b>	Ongoing