

# Scrutiny Report



## Performance Scrutiny Committee - Place and Corporate

### Part 1

Date: 10 June 2019

### Subject 2018-19 Service Plan Year-End Reviews

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

Service Area	Cabinet Member Lead	Head of Service Lead	Page Numbers
Law and Regulation (Place)	<b>Councillor Ray Truman</b> Cabinet Member for Licensing and Regulation	<b>Gareth Price</b> Head of Law and Regulation	<b>Pages:</b> <b>21 - 43</b>
Finance (Corporate)	-	<b>Meirion Rushworth</b> Head of Finance	<b>Pages:</b> <b>47 - 67</b>
People & Business Change (Corporate)	<b>Councillor David Mayer</b> Cabinet Member for Community and Resources	<b>Rhys Cornwall</b> Head of People and Business Change	<b>Pages:</b> <b>71 - 95</b>

## Section A – Committee Guidance and Recommendations

### 1 Recommendations to the Committee

1.1 The Committee is asked to consider and evaluate the following Service Plan Year-End Reviews which include: Executive Summary; Analysis of Performance; Performance Measures, and; Financial Analysis, and are attached as:

- **Appendix 1** - Law and Regulation;
- **Appendix 2** - Finance;
- **Appendix 3** - People and Business Change.

1.2 To consider whether it wishes to provide comments upon the performance to the Cabinet.

## 2 Context

### Background

2.1 Each Service Area has set a Service Plan for 2018-22 which are updated annually and include:

- Service Plan Objectives;
- Planned Actions for each Objective for this year and subsequent years for the life of the plan.
- Performance Indicators; which include National and Locally set performance measures.
- Resources and Risk

2.2 The Service plans were approved by the relevant Cabinet Member, following the usual Member consultation process. This report presents Members with the Year-End Reviews for each Service Plan and Appendices for:

- Law and Regulation (**Appendix 1**);
- Finance (**Appendix 2**);
- People and Business Change (**Appendix 3**).

2.3 The Committee agreed to include the 2018-19 Service Plan Year-End Review in its Annual Forward Work Programme at the meeting held on 8 April 2019, as follows:

10 June 2019:

- Law and Regulation;
- Finance;
- People and Business Change.

24 June 2019:

- Regeneration Investment and Housing;
- City Services.

2.4 Previous consideration - 2018-19 Service Plan Mid-Year Review

Members may recall that the Committee considered the 2018-19 Service Plan Mid-Year reviews at its meetings on:

19 November 2018:

- Law and Regulation;
- Finance;
- People and Business Change.

3 December 2018:

- Regeneration Investment and Housing;
- City Services.

2.5 The Committee's comments upon the 2018-19 Service Plan Mid-Year Reviews are listed below:

**Conclusions upon 2018-19 Service Plan Mid-Year Reviews upon:  
Law & Regulation; Finance and: People and Business Change on 19 November 2018**

The Committee noted the Mid-Year Review and agreed to forward the Minutes to the Cabinet as a Summary of the issues raised and made the following comments to the Cabinet:

- The Committee was pleased with the new Performance Update layout. It was well structured, easy to read and digest and promoted focussed questioning. The professional back up assisted with co-ordination at Committee meetings. Members recognised that there had been a lot of work done to get the reports to the standard they were today.
- Members advised that whilst it was beneficial being informed of the current status, it would be helpful to clearly see the next steps of the service plans and looking ahead to the end of year and subsequent years, the format of Performance Updates would need further development to clearly demonstrate the status of actions and their scheduled deadlines for each year of the Service Plan.

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- The Committee suggested that the development of the Performance Update format for future year's meetings could involve a Workshop / Training for Members of the Committee.
- Overall the Committee was happy with what had been presented but requested that there was a need to give consideration on how to report next time with a clear expression of timescales for Actions. The information from the Finance Service Area was vague and the Committee seeks more detailed reassurance on areas where they could move forward in the next Performance Update and beyond, in particular to provide a clearer understanding of: Collaboration and the Draft Commercialisation Strategy, as the information provided was minimal.
- Future Updates should also include information on public engagement carried out by Service Areas.

**Conclusions upon 2018-19 Service Plan Mid-Year Reviews upon:  
City Services and: Regeneration Investment and Housing on 3 December 2018**

The Committee noted the Mid-Year Review and agreed to forward the Minutes to the Cabinet as a Summary of the issues raised and made the following comments to the Cabinet:

General:

- The Committee asks that invited attendees work from the same Agenda pack as the Committee, so that the same page numbering can be cited for ease of reference.
- The Committee welcomed the explanation of the performance management cycle and the monthly Management Information reports to Senior Management Team for escalation to CMT for mitigation as and when required.
- The status of Actions needs to be developed for subsequent reports, from options of either: Complete; In progress or; To be commenced, to include projected deadline dates for Actions or stages of actions e.g. Review of Asset Management in progress but no detail on when it should be completed.

City Services:

- The Committee concluded that there was not enough supporting detail provided in End of Quarter 2 narrative upon Actions, and request that more detailed supporting information be included in future reports.

Regeneration Investment and Housing:

- The Committee asked to draw Cabinet's attention to the discussions and concerns about:
  - slow progress upon the development of the Master Plan.
  - seeking assurance that the Council has sufficient resources to work with inward investors on potential large scale opportunities.
- The Committee expresses concern that opportunities presented by the imminent removal of the Severn Bridge tolls are not lost and suggests that appropriate representatives of Newport City Council could attend business breakfast meetings, fairs and expositions in the Bristol area.

*Links to these reports and the full Minutes are provided in the Background Papers Section 8 at the end of this report as further background information for Members of the Committee.*

### 3 Information Submitted to the Committee

3.1 The following Service Plan Year-End Reviews including: Executive Summary, Analysis of Performance, Performance Measures, and Finance, are attached as:

- **Appendix 1** - Law and Regulation;
- **Appendix 2** - Finance;
- **Appendix 3** - People and Business Change.

The updates are structured into the following sections:

<b>Executive Summary</b>	The Executive Summary of the Cabinet Member / Head of Service is provided as an Overview at the beginning of each Service Area's Year-End Review and includes a graph summarising the progress against actions and a Budget Forecast Position.
<b>Analysis of Performance</b>	The Analysis of Performance includes each Service Plan's Objectives, the Corporate Plan Objective they support and an update upon the actions planned for each for 2018-19. Performance of the Actions is ranked using the following: <ul style="list-style-type: none"><li>• Green - Complete</li><li>• Blue - In Progress</li><li>• Grey - To be commenced</li></ul>
<b>Performance Measures</b>	The National Measures are set by the Welsh Government and used to compare and benchmark performance with other Local Authorities in Wales. Some of the measures are reported monthly, quarterly or half yearly, while some are annual measures reported at the end of the year. This report is for Performance at the Year-end point, up to the end of March 2019. Performance of the Measures is ranked using the following: <ul style="list-style-type: none"><li>• Green - On target</li><li>• Amber - Short of Target (15% Tolerance)</li><li>• Red - Off Target (Over 15% Tolerance)</li></ul>
<b>Finance and Resource Analysis</b>	Financial Analysis is provided at the Year-End point (end of Quarter 4), for each Service Area and includes: the Overall Net Position; a graph forecasting the Delivery of the Medium Term Revenue Plan Savings for 2018-19, and; a Summary Revenue Budget Position.

## 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:

- **Performance against targets** - The performance of the service area over the last 12 months;
  - **Underperformance / overspends** - Mitigation of risks where the service area is outside the targets;
  - Plans and actions to address underperformance within next year's plan;
  - Presentation of the information to enable Scrutiny to undertake its role.
- In drawing its conclusions, the Committee should assess:
    - What was the overall conclusion on the information contained within the reports?
    - Is the Committee satisfied that it has had all of the relevant information to base a conclusion on the performance of the Service Area at the Year-End point?
    - Does any area require a more in-depth review by the Committee?
    - Does the Committee wish to make any Comments / Recommendations to the Cabinet?

### 4.2 Key Questions:

- Analyse the Service Plan Year-End Reviews and Evaluate how well Service Areas performed in the 2018-19 financial year against the objectives, actions and performance measures in their service plans;
- Are targets sufficiently challenging and balanced between being realistic and robust?
- Is any underperformance being addressed and associated risks being mitigated?
- What is being done to improve performance for this financial year?
- Are there any barriers to improving performance of objectives, actions and performance measures in the Service Plans?
- Is the Service Area on target with its budget? If not what mitigations are planned to reduce overspends in this financial year?
- Has the Service Area met the delivery of its MTRP savings for 2018-19? If not, what actions are planned to deliver them early within this financial year?

#### **Well-being of Future Generation (Wales) Act**

The Committees consideration of the service plans and the performance of the service areas should consider how services are maximising their contribution to the five ways of working:

5 Ways of Working	Types of Questions to consider:
<b>Long-term</b> The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.	Are there any long term trends that will impact your service area?
	How will the needs of your service users potentially change in the future?
<b>Prevention</b> Prevent problems occurring or getting worse.	What issues are facing your service users at the moment?
	How are you addressing these issues to prevent a future problem?
	Is any underperformance being addressed and associated risks being mitigated and prevented?
<b>Integration</b> Considering how public bodies' wellbeing objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.	Are there any other organisations providing similar / complementary services?
	How does the Council's performance within this service area impact upon the services of other public bodies and their objectives?
<b>Collaboration</b> Acting in collaboration with any other person (or different parts of the organisation itself).	Who have you been working with to deliver these services?
	How are you co-working with other sectors?
	How are you using the knowledge / information / good practice of others to inform / influence the Council's work?
<b>Involvement</b> 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 have you sought the views of those who are impacted by your service area?
	How have you taken into account the diverse communities in your decision making?

## Section B – Supporting Information

### 5 Links to Council Policies and Priorities

- 5.1 The Service Plan Year-End Reviews directly link with: the Council's Well-being Objectives agreed by Cabinet in March 2017 which aim to maximise the Council's contribution to the Well-being Goals for Wales; the 2017-22 Corporate Plan Objectives, and; the 2018-22 Service Plan Objectives, Actions and Performance Measures. The Service Plan Objectives link to the Authority's Corporate Plan Objectives and Well-being Objectives below:

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

## 6 Background Papers

- [The Essentials - Well-being of Future Generation Act \(Wales\)](#)
- [Corporate Plan 2017-22](#)
- Law and Regulation Service Plan 2018-22
- Finance Service Plan 2018-22
- People & Business Change Service Plan 2018-22
- Performance Scrutiny Committee - Place and Corporate on [19 Nov 2018 Report \(Item 5 refers\) and Minutes](#)
- Performance Scrutiny Committee - Place and Corporate on [3 Dec 2018 Report \(Item 4 refers\) and Minutes](#)

Report Completed: 24 May 2019