

Scrutiny Report



Performance Scrutiny Committee - Place and Corporate

Part 1

Date: 4 November 2019

Subject Service Plan Mid-Year Reviews

Author Scrutiny Adviser

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

Service Area	Cabinet Member Lead	Head of Service Lead	Page Numbers
Finance (Corporate)	-	Meirion Rushworth Head of Finance	Pages:
People & Business Change (Corporate)	Councillor David Mayer Cabinet Member for Community and Resources	Rhys Cornwall Head of People and Business Change	Pages:
Regeneration Investment and Housing (Place)	Councillor Jane Mudd Cabinet Member for Regeneration and Housing	Keir Duffin Head of Regeneration Investment and Housing Bev Owen Strategic Director - Place	Pages:

Section A – Committee Guidance and Recommendations

1 Recommendations to the Committee

The Committee is requested:

- 1) To consider and evaluate the following Service Plan Mid-Year Reviews which include: an Introduction; Budget Position; Service Area Risks; Glossary; Performance Analysis (Objectives and Actions), and; Performance Measures, and are attached as:
 - **Appendix 1** - Finance;
 - **Appendix 2** - People and Business Change;
 - **Appendix 3** - Regeneration Investment and Housing.
- 2) To determine whether it wishes to make any comments to the Cabinet.

2 Context

Background

2.1 Each Service Area has set a Service Plan for 2018-22 including:

- 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 Mid-Year Reviews for each Service Plan and Appendices as listed below:

- **Appendix 1** - Finance;
- **Appendix 2** - People and Business Change;
- **Appendix 3** - Regeneration Investment and Housing.

2.3 The Committee agreed to include the 2019-20 Service Plan Mid-Year Reviews in its Annual Forward Work Programme at the meeting held on 8 April 2019, as follows:

4 November 2019:

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

18 November 2019:

- Regeneration Investment and Housing;
- City Services.

2.4 Previous consideration – 2018-19 Service Plan Year-End Review

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

10 June 2019:

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

24 June 2019:

- Regeneration Investment and Housing;
- City Services.

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

**Conclusions upon 2018-19 Service Plan Year-End Reviews upon:
Law & Regulation; Finance and: People and Business Change on 10 June 2019**

The Committee noted the End of year Service Plan Reviews and agreed to forward the minutes to the Cabinet as a summary of the issues raised.

The Committee wished to raise their concerns on the levels of anti-social behaviour in Newport and for this to be a focus for the Law and Regulation service area going forward into the 2019/2020 financial year.

The Committee requested that Officers in the Finance department were congratulated for their collaborative working arrangements with external organisations and the Third Sector in Newport. The Committee hoped that the service area would continue to support those citizens of Newport who required additional help to avoid incurring themselves to the Council through nonpayment of Council Tax.

The Committee wished to make the following comments to the Cabinet on the overall service plan reports:

1. The use of 'In Progress' throughout the report did not allow for the Committee to gain an insight into the level of progress towards completion of the action. The Committee requested that another way of reporting the performance towards the completion of actions be used for the mid-year service plans and future end of year service plan reporting.
2. The Committee felt that the use of business as usual work as actions did not fit with the nature of the service plans. They Committee felt that the actions would have been better suited to have aspirational objectives that the service area could strive to achieve as actions. This would allow the Committee to be able to better scrutinise progress and performance.

Conclusions upon 2018-19 Service Plan Year-End Reviews upon: City Services and: Regeneration Investment and Housing on 24 June 2019

The Committee noted and commended the performance within the Regeneration, Investment and Housing and the City Services Service Plans.

The Committee made the following comments:

Regeneration, Investment and Housing

- The Committee raised a number of issues relating to regeneration during the discussion, and suggested that further information was needed with the plan to give a fuller picture of the performance in this area. The Committee note the assurances that the issues raised by the Committee would be considered in the Economic Growth Strategy. This was being considered by the Overview and Scrutiny Management Committee at its meeting on 26 September 2019. The Committee agreed to forward a summary of its concerns to the Overview and Scrutiny Management Committee to consider as part of the draft plan. These issues including the work programme undertaken by the regional city deal. The Committee were advised that the detail of this would be considered by the Performance Scrutiny Committee – Partnerships, who received regular updates from the Council's nomination on the Joint Committee. The Committee noted this, but asked that where there were cross overs with the work of the regeneration area that projects be referenced in the Economic Growth Strategy. Members also asked that the Draft strategy addresses the empty retail space in the city centre.
- In relation to the Market Arcade, the Committee suggested that the overall cost of this should be more clearly outlined within one action in the Service Plan, to ensure that it could be monitored effectively by the Committee in the future.
- Members discussed the remit of the service plans, and whether including Housing within the same portfolio as Regeneration and Investment did not allow the Committee to have equal information and time to dedicate to these large areas. The Committee were advised that the portfolios of the service plan followed the Directorate Structure as these areas were under the same Head of Service. In relation to Cabinet Portfolios, the Committee were advised that this was a political decision for the Leader to determine portfolios.

- Members felt that Housing area required further information, and that this information be brought back to the Committee for further discussion and exploration including information on areas of underperformance:
 - More, specifically information on the effectiveness of scheme for borrowing and improving existing homes and bringing properties back into use and addressing numbers of unoccupied properties.
- The Committee noted the contribution of the Cabinet Member to the meeting, and asked that it be noted that the Committee appreciate the frank and open discussion with the Cabinet Member on her portfolio.

City Services

- The Committee commended City Services on reaching the targets set by Welsh Government for Recycling. During the questioning, the Committee asked for information on how this will be sustained and improved in line with the increasing targets. The Committee noted that the Waste Strategy Action Plan was on its work programme and asked that the update include further information on how progress will be sustained in this area.
- In relation to the Waste Targets, the Committee suggested that the Council demonstrate how it is leading by example on recycling. For example through ensuring recycling stations throughout all council buildings, and the separation of bags for litter pickers to recycle cans and plastic, which the Committee had been advised was in progress to be implemented.

An overall comment was made to Cabinet that the environmental impact of the Council be monitored, as it does not currently fall into one of the Cabinet Member portfolios. The Committee requested that a mechanism for monitoring and reporting the environmental impact be devised and presented to the Place and Corporate Scrutiny Committee.

*Links to these reports and the full Minutes are provided in the Background Papers **Section 6** 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 Mid-Year Reviews including: an Introduction; Budget; Service Area Risks; Glossary; Performance of Objectives and Actions, and; Performance Measures, are attached as:

- **Appendix 1** - Finance;
- **Appendix 2** - People and Business Change;
- **Appendix 3** - Regeneration Investment and Housing

The updates are structured into the following sections:

Introduction	Includes: an Introduction; an Update upon the Budget Position against the forecast; Overview of the Objectives within the Service Plan
Executive Summary	An Executive Summary provided by the Head of Service.
Glossary	This includes an explanation of the ranking of Actions; Performance Measures and Service Risk.
Service Risks	A Dashboard is provided for each of the Service Area's Risks ranked using the Risk Matrix included in the Glossary.
Performance Analysis	<p>The Performance Analysis includes each Service Plan's Objectives, the Corporate Plan Objective they support and an update upon the actions planned for each for 2019-20. Performance of the Actions is ranked using the following:</p> <ul style="list-style-type: none"> • Green & 'C' - Completed • Green - On course to be completed within timescale • Amber - Potential issues which unless addressed action might not be achieved within agreed timescales. • Red - Action requires immediate action to achieve delivery within agreed timescales.
Performance Measures	<p>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 Mid-Year point, up to the end of September 2019. Performance of the Measures is ranked using the following:</p> <ul style="list-style-type: none"> • Green - Above Target • Amber - Below Target (15% Tolerance) • Red - Off Target (Over 15% Tolerance)

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 first six months of the financial year;
- **Underperformance / overspends** - Mitigation of risks where the service area is outside the targets;
- Plans and actions to address underperformance within the second half of the year;
- Presentation of the information to enable the Committee to undertake its scrutiny 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 Mid-Year 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 Suggested Lines of Enquiry

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

- Analysing the Service Plan Mid-Year Reviews and evaluating how well Service Areas performed in the first half of the 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 the second half of 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 within this financial year?
- Has the Service Area met or is on target to meet the delivery of its MTRP savings for 2019-20? If not, what actions are planned to deliver this within this financial year?

4.3 Well-being of Future Generation (Wales) Act

The Committee's 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. The following are examples of the types of questions to consider:

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.	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?
Prevention 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?
Integration Considering how public bodies' wellbeing objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.	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?
Collaboration 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?
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 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 Mid-Year 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:

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

6 Background Papers

- [The Essentials - Well-being of Future Generation \(Wales\) Act](#)
- [Corporate Plan 2017-22](#)
- Finance Service Plan 2018-22
- People & Business Change Service Plan 2018-22
- Regeneration Investment and Housing Service Plan 2018-22
- Performance Scrutiny Committee - Place and Corporate on [10 June 2019 \(Item 5 refers and Minutes\)](#)
- Performance Scrutiny Committee – Place and Corporate on [24 June 2019 report \(Item 3 refers\) and Minutes](#)

Report Completed: 25 October 2019