

ISLE OF ANGLESEY COUNTY COUNCIL	
REPORT TO :	County Council
DATE:	14 th May 2019
TITLE OF REPORT:	Overview and Scrutiny Annual Report 2018/19
REPORT BY:	Chairs of: 1. Corporate Scrutiny Committee 2. Partnership and Regeneration Scrutiny Committee
PURPOSE OF REPORT:	Report on the work of the two scrutiny committees during 2018/19 and provide an overview of the 2019/20 scrutiny work programme
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1. Recommendations

The Council is requested to:

R1 Approve the Overview and Scrutiny Annual Report for 2018/19

R2 Note the continued progress made in implementing our local Scrutiny improvement journey and the impact this is having on practice

R3 Appoint the chair of the Corporate Scrutiny Committee as the Scrutiny Champion for the period May, 2019 to May, 2020.

2. Background and context

2.1 This Overview and Scrutiny Annual Report encompasses the work undertaken by the two scrutiny committees between the Council's annual meeting on 15th May, 2018 and 14th May, 2019

2.2 The chairs of the two scrutiny committees led on developing the forward work programmes during this period. The scrutiny committees' work programmes are submitted to the monthly Scrutiny Committee Chairs and Vice-chairs Forum and for approval at each scrutiny committee meeting

2.3 "Whole council" approach to Scrutiny: the scrutiny improvement programme has been in place over the past 18 months and has provided a strong basis upon which to move forward, ensuring the role that Member scrutiny plays in the Authority's governance arrangements:

- i. supports robust and effective decision-making
- ii. makes a tangible contribution to the Council's improvement priorities
- iii. continues to evolve.

The impact and added value of scrutiny activity is contributing to the Council's corporate priorities through support and challenge.

3. Role of the Scrutiny Champion

3.1 The Scrutiny Champion has an important role in promoting the overview and scrutiny function both within the Council and also with external partners of the

Authority. It is not a mandatory or remunerated position. The role is considered key in demonstrating the Authority's commitment to ensuring that Scrutiny maximises the contribution of non-Executive Members to the organisation's overall performance and "corporate health"

- 3.2** On 14th May 2015 the Council resolved that the chair of the Corporate Scrutiny Committee be appointed as Scrutiny Champion for the period May 2015 to May, 2016 and thereafter that the role of the Champion should alternate between the two scrutiny committee chairs. The Chair of the Corporate Scrutiny Committee should therefore be appointed as the designated Scrutiny Champion for the coming year.

Appendix:
Overview and Scrutiny Annual Report 2018/19



V4.3--

OVERVIEW AND SCRUTINY ANNUAL REPORT: 2018-2019





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1. FOREWORD

Councillor Aled Morris Jones

- **Chair of the Corporate Scrutiny Committee 2018/19**



It is my pleasure to provide an overview of the work of the Corporate Scrutiny Committee over the past 12 months.

The scope of work of the Committee is discussed in this report and it is fair to note that the workload continues to be considerable and varied. A total of 20 meetings were convened during the municipal year in order to complete our work programme:

- **Annual budget setting 2019/20** – as one of the most important responsibilities of the Committee, next year's budget setting was given detailed consideration. The Committee considered the draft budget and the response to the Council's Public Consultation and made a contribution to the draft budget consultation plan. The contribution of the Finance Scrutiny Panel has added value to the process and will need to further develop to the future. I am of the view that significant progress has been made over the past 2 years as regards the budget setting process and the contribution that Scrutiny has made, setting a robust foundation as we move towards preparing for the 2020/21 budget
- **Quarterly monitoring of performance** – the Committee monitored performance on a quarterly basis during 2018/19, using the corporate scorecard and supporting information. It is fair to say that the scorecard continues to evolve as an effective tool for Elected Member scrutiny and monitoring of performance. Our work as a committee has also included monitoring of implementation of the children's services improvement plan as well as the Annual Report of the Statutory Director of Social Services.

Committee members are committed to further develop work in this area of the Committee's work programme during 2019/20

- **Transformation priorities** – the Corporate Scrutiny Committee considered a number of significant issues over the past 12 months including the schools' modernisation strategy and modernisation programme for schools and also school transport services.

Community and other stakeholder engagement

We are very grateful to all the various groups and individuals who have come before the Committee to give evidence on various issues. This is a very important function of Scrutiny, in order to give a voice to communities.

Again this year, I wish to note the considerable contribution that both the Finance and Children's Services Improvement Panels have made to the Elected Member Scrutiny work programme during 2018/19 and am pleased to report that their contributions have been commended externally by

regulators and others.

To close, I believe that Scrutiny has continued to develop well over the past year building on improvements commenced in 2017/18. Member scrutiny has added value to decision-making in the Council. This improvement focus should continue as we move forward. Thank you to all Committee members and officers who have assisted and contributed during 2018/19.

Councillor Aled Morris Jones

(Chair of the Corporate Scrutiny Committee)



Councillor Gwilym O Jones

- **Chair of the Partnership and Regeneration Scrutiny Committee 2018/19**
- **Scrutiny Champion 2018/19**



It is not an exaggeration to say that Scrutiny is the eyes and ears of everyone living on the Isle of Anglesey and that it provides the opportunity for Members that do not sit on the Executive to ensure that services provided by the Council and its partners are the most effective possible to meet residents' needs.

Firstly, as the current Scrutiny Champion may I note the important contribution that Elected Member scrutiny makes to our governance arrangements. Our progress over the past year in moving our improvement journey forward provides us with a strong basis upon which to move forward, ensuring the role that Scrutiny plays in the Authority's governance arrangements:

- i. Supports robust and effective decision-making
- ii. Makes a tangible contribution to the Council's improvement priorities
- iii. Continues to evolve.

During 2018, Wales Audit Office completed a review of our scrutiny arrangements and I am pleased to report that a positive report was published in October, 2018, concluding:

"The Council has strengthened its overview and scrutiny function and is making arrangements to meet future challenges..."

This improvement journey will need to continue as we prepare for the 2019/20 municipal year, giving a particular focus on:

- ✚ Further developing our arrangements for promoting the engagement of the public and other stakeholders in scrutiny
- ✚ Building on our self-assessment to consider more innovative methods of undertaking scrutiny activity.

I am also pleased to have an opportunity to provide a flavour of the work undertaken by the Partnership and Regeneration Scrutiny Committee during 2018/19. The Scrutiny Committee provides the Executive with recommendations and views on the work of the Authority and its partners and our aim is to ensure that public services on the Island are as good as they can be within the resources available to the Council. Over the past 12 months, we have scrutinised a number of important partnerships. Below are some examples of the work undertaken by the Committee over the past 12 months:

- **Joint working between the Council, Health Board and other partners** plays a vital role in supporting vulnerable adults and families to keep them safe, healthy and as independent as possible. Effective collaboration with the Health Board and other partners is crucially

important in the delivery of social care services. During the year, the Committee heard from Council officers, representatives from the North Wales Regional Partnership Board, Betsi Cadwaladr University Health Board and Medrwn Môn. The Committee received assurances that joint working arrangements are being developed and progress is being made but the Committee will continue to monitor this important area during 2019/20

- **Anglesey and Gwynedd Public Services Board (PSB)** – the Committee has been designated to lead on scrutinising the effectiveness of the Public Services Board. During the year, the Committee has met with representatives of the PSB to challenge them on progress being made on delivery of the Anglesey and Gwynedd Wellbeing Plan. It has done so by looking at work-streams that have been agreed and seeking assurance that the PSB have applied the Sustainable Development principle and are working together to meet long term challenges. We have also looked at the governance arrangements and delivery framework put in place to support the work of the Public Services Board
- **Schools' performance** – joint work undertaken by the Council and its partners to improve schools' performance is also an important aspect of the Committee's work and regular progress reports have been received from the Schools Progress Review Scrutiny Panel. This Panel was established as a way for Members of both scrutiny committees to enhance their understanding of education matters and to contribute to the accountability of head teachers and school governors for schools' performance. The Committee also questioned officers from GwE¹ on their areas of work in Anglesey as well as scrutinising schools' performance following the summer 2018 examinations results. Scrutiny has also been monitoring the performance of the Additional Learning Needs and Inclusion Service for Anglesey and Gwynedd to ensure service quality and consistency and also value for money across both counties
- **Other partnerships** – during the past 12 months, the Committee has scrutinised a number of other partnership matters including priorities of the Anglesey and Gwynedd Community Safety Partnership for the forthcoming year. Also, bodies such as the North Wales Regional Emergency Planning Service and the pre-decision scrutiny of key strategies such as the North Wales Homelessness Strategy and Anti-Poverty Strategy.

I am of the view that effective scrutiny involves working as a team and I believe that the Committee achieves this. Officers' work well with Members to achieve effective outcomes for our residents, which, at the end of the day, is what good scrutiny, is all about.

Councillor Gwilym O Jones

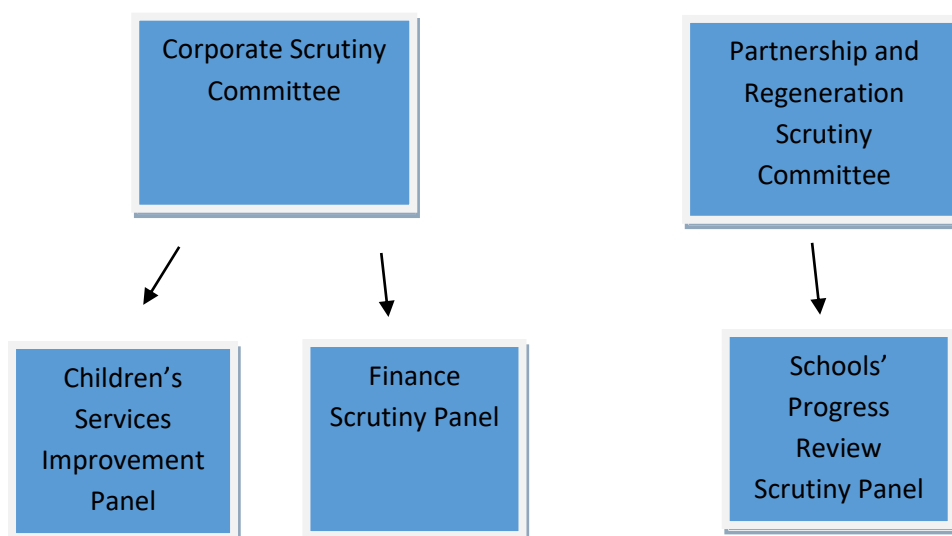
(Chair of the Partnership and Regeneration Scrutiny Committee & Scrutiny Champion)

¹ GwE – School Effectiveness and Improvement Service for North Wales

2.0 OUR LOCAL STRUCTURE

Scrutiny committees form part of the way in which local government in Wales operates. Their prime role is to hold the decision-makers to account, drive improvement, act as the voice of the community and play a role in policy development and review. A summary of the national policy context is outlined in **APPENDIX 1**.

2.1 Our local structure comprises of 2 scrutiny committees and three panels:



The remit and membership of our scrutiny committees are summarised in **APPENDIX 2**.

3.0 LOCAL SCRUTINY IMPROVEMENT JOURNEY

3.1 Following a locally commissioned review of our scrutiny arrangements², an improvement programme was put in place to build on and further strengthen the overview and scrutiny function in the Council. This programme ran for 18 months and has provided a strong basis upon which to move forward, ensuring that the role Member scrutiny plays in the Authority's governance arrangements:



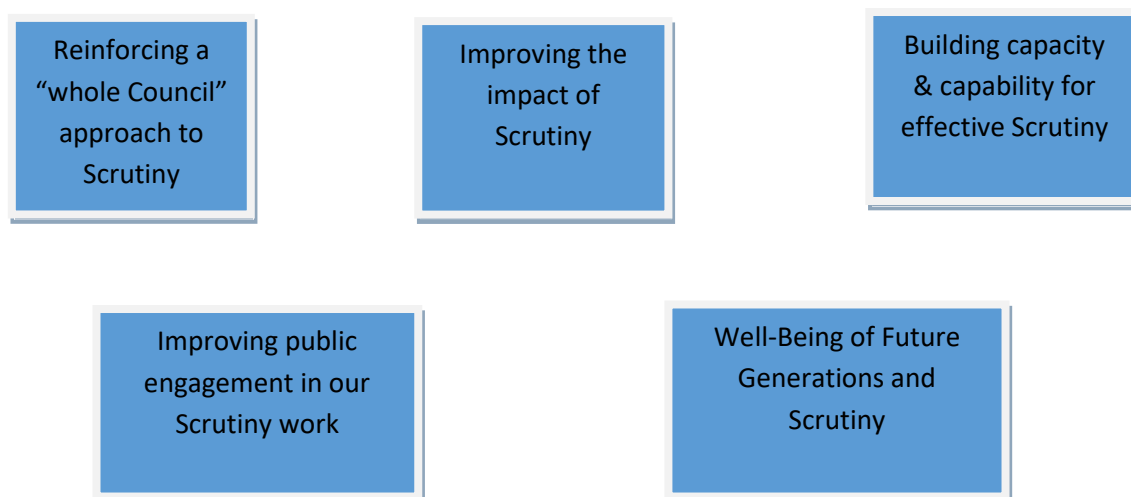
² Centre for Public Scrutiny (December, 2017)

3.2 Key Improvement Themes

Our improvement programme has prioritised a number of key themes (which are summarised below), in order to provide a robust framework to:

- Clarify the role and contribution of Scrutiny in the governance arrangements of the Council
- Identify the actions required in the short and medium term in order to further improve Scrutiny.

SCRUTINY IMPROVEMENT JOURNEY: KEY THEMES

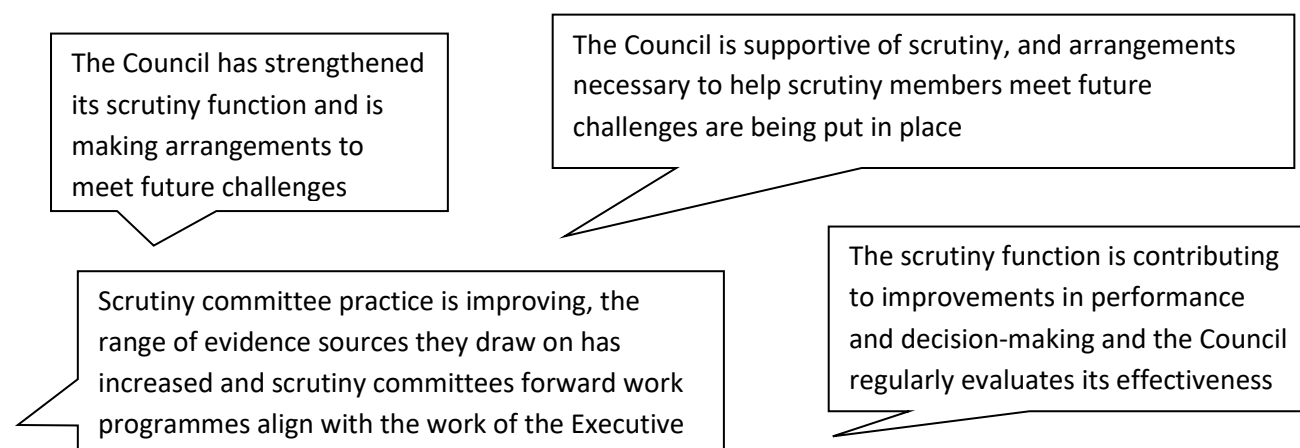


We have recently adopted a development programme, which provides a local framework within which to continue with our Scrutiny journey. Paragraph 5 below summarises progress made over the past year and begins to measure the impact of our improvements.

3.3 Wales Audit Office Review of Scrutiny

Wales Audit Office (WAO) undertook a review of our scrutiny arrangements during 2018. Details of the scope of this review are in **APPENDIX 3**.

The report was positive, highlighting with some aspects of good practice:



Wales Audit Office also suggested two **proposals for improvement**:

- **P1** the Council's scrutiny function should further improve arrangements for promoting the engagement of the public and other stakeholders in scrutiny activity
- **P2** the Council should build on its experience through self-assessment, to consider more innovative methods of undertaking scrutiny activity

The findings were reported to the Audit and Governance Committee in December, 2018³. The Wales Audit Office proposals for improvement have been included in our local development programme.

4.0 ASSESSING THE IMPACT OF SCRUTINY

4.1 A number of significant **outputs** were achieved by Scrutiny during the last municipal year which go some way in assisting us to assess the impact that the function has had locally:

- **Committee meetings** – a total of 26 scrutiny committee meetings were convened during 2018/19:

Committee	Number of meetings convened
Corporate Scrutiny Committee	16
Partnership and Regeneration Scrutiny Committee	10

There are also robust arrangements in place to ensure feedback at meetings of the Executive by scrutiny committee chairs on matters that have been considered by both committees.

- **Scrutiny Panel meetings** – there have been regular meetings of all 3 scrutiny panels during 2018/19:

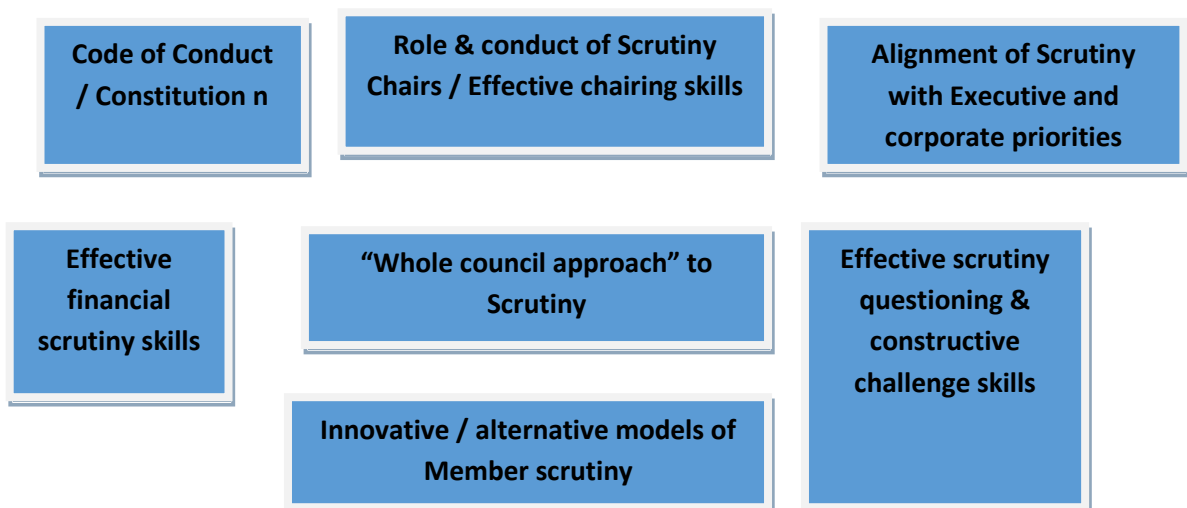
Panel	Number of meetings convened
Children's Services Improvement Panel	11
Finance Scrutiny Panel	5
Schools Progress Review Panel	12

These panels have been embedded into practice by:

- ✚ Putting in place robust governance arrangements to support each panel
- ✚ Ensuring a clear focus / remit and work programme for each panel
- ✚ Putting in place a reporting / escalation process ensuring that the work of scrutiny panels is reported in a timely manner
- ✚ Ensure appropriate pace for the work of the panels, which is in line with corporate priorities.

³ Meeting of the Audit and Governance Committee convened on 4th December, 2018

- **Forward work programmes** – there is now a well-established practice of forward work programming in place to underpin the work of both scrutiny committees. These programmes are an important tool in assisting scrutiny committee members to prioritise their work and have been discussed with the Senior Leadership Team and Heads of Service. Both committees review the content of their forward work programmes on a regular basis in order to ensure that they remain relevant and keep abreast with local priorities. Our local forward planning arrangements now ensure greater focus on:
 - i. Strategic aspects
 - ii. Citizen / other stakeholder engagement and outcomes
 - iii. Priorities of the 2017/2022 Council Plan and corporate transformation programmes
 - iv. Risks
 - v. Work of audit, inspection and regulation
 - vi. Matters on the forward work programme of the Executive.
- **Chairs and Vice-chairs Forum** – is now well established and continues to meet on a monthly basis. The Forum is considered an important vehicle to oversee the scrutiny committee work programmes and jointly negotiate priorities with the scrutiny committees' chairs and vice-chairs. It also takes lead responsibility for developing and continuously improving the overview and scrutiny function in the Council. The role of the Forum has also evolved to include monthly conversations between the Executive (Leader), Chairs/Vice-Chairs of Scrutiny and the Senior Leadership Team (Chief Executive) to ensure better alignment between work programmes.
- **Development, training and support for Members** – by:
 - ✚ Putting in place a phased, bespoke development programme which focuses on the key elements of governance / scrutiny:



- ✚ Convening periodic information sharing / awareness raising sessions for Scrutiny Members on key issues (e.g. Wellbeing of Future Generations, role of the Public Services Board). Also, as a forum for Member self-evaluation / reflection on the performance of scrutiny.

- **Scrutiny across a broader base** – a broader approach to Member scrutiny has been further developed during the year by:
 - i. Effective forward planning to ensure alignment between topics discussed at Member briefing sessions, scrutiny panels and full scrutiny committee meetings
 - ii. Ensuring clarity of role for Members on corporate programme boards and ensuring robust, timely high level reporting to scrutiny committees, escalating slippage as required
 - iii. Developing the breadth of topics discussed at Member briefing sessions, in support of Scrutiny and ensuring information available to Members on strategic and transformation topics.
- **“Closing the Scrutiny loop”** – by having in place robust arrangements to:
 - i. Report on progress or escalate issues from:
 - ✚ Scrutiny panels to parent committees
 - ✚ Scrutiny committees to the Executive
 - ✚ Corporate programme boards to scrutiny committees.
 - ii. Enable and encourage self-analysis and reflection by Scrutiny Members in order to identify strengths and areas for further development / focus.
- **Scrutiny & Wellbeing of Future Generations** – developing the role of Scrutiny by:
 - ✚ Ensuring Members focus on the 5 ways of working to frame questions
 - ✚ Developing a revised scrutiny report template, placing wellbeing of future generations at its core
 - ✚ Piloting a part of the Future Generations Commissioner for Wales’ scrutiny framework
 - ✚ Raising awareness and providing information in Member briefing and development sessions
 - ✚ Reviewing progress made in developing the role of scrutiny against best practice
 - ✚ Putting in place a framework to scrutinise the Public Services Board and key partnerships.
- **Citizen engagement in Scrutiny** – developing a policy statement as the foundation to further develop our engagement with citizens through Member scrutiny and putting steps in place to ensure that the voice of citizens is heard in the local decision making process. We have now implemented our scrutiny improvement programme and recently adopted a development plan, providing a framework within which to continue with our scrutiny journey.

Measuring outcomes:

4.2 Capturing and assessing the impact of Scrutiny is a challenge to achieve as the **outcomes** of overview and scrutiny activities are not always tangible and often do not easily lend themselves to being measured in a systematic way. Furthermore, it is not easy to measure the effectiveness of the overview and scrutiny function's ability to influence decision makers through discussion and debate. There are however some examples where the input of scrutiny has added value and / or influenced the way in which proposals have been implemented by the Council:

- **Forward work programmes** – scrutiny work programmes are now a rolling programme focusing on the quality of scrutiny with fewer items in order to add value. Our arrangements also ensure alignment of Scrutiny Committees' work programmes with the work programmes of the Executive and Senior Leadership Team.

Outcome: rolling work programme for scrutiny committees, aligned to corporate priorities.

- **2019/20 budget setting process** – a more strategic and outcome based approach to budget setting based on best practice⁴⁴ is embedded in local practice. The Corporate Scrutiny Committee concentrated its efforts on a number of key issues which included scrutinising the impact of efficiency proposals and the quality of the public consultation pack. In moving forward, the Authority will further build on this work, ensuring the input of the Finance Scrutiny Panel earlier in the budget setting process (by focusing on scrutiny of the process, timescale and deliverability of efficiency proposals).

Outcome: a more systematic approach to financial scrutiny, as an essential building block of sound financial management and governance.

- **Citizen engagement and participation** – scrutiny input to the schools' modernisation programme also included direct engagement with and a contribution from school governors, parents and local communities which added value to the scrutiny process. Stakeholders took part in the following elements of the schools modernisation programme:

✚ Seiriol area (Llangoed, Beaumaris and Llandegfan)

✚ Llangefni area (Bodffordd and Corn Hir)

✚ Llangefni area (Y Graig and Y Talwrn)

Scrutiny input to the budget setting process also included direct engagement with and a contribution from representatives of primary and secondary school head teachers which added value to the scrutiny function

Outcome: this involvement by local people and other stakeholders in Member scrutiny has further developed our capability to ensure that the voices of local people are heard as part of the decision making process (**better public engagement**). Also, a strong foundation upon which to improve outcomes for citizens.

⁴⁴ Raising the Stakes: Financial scrutiny in challenging times. A guide for Welsh local authorities, Centre for Public Scrutiny (2014)

- **Development, training and support for Members** – ensuring that individuals involved in Scrutiny have the right skills and competencies is a key element of preparing for effective scrutiny. With this in mind, a locally developed bespoke scrutiny members development programme has been in place during 2018/19

Outcome: Members involved in the scrutiny process have the right skills and competencies and have access to the training and development opportunities they need to undertake their role effectively (**better decisions**)

- **Improvements and performance of children's services** – scrutiny of the improvement journey in children's services has matured significantly over the past year through the input of the Children's Services Improvement Panel. During May, 2018, Panel members undertook a self-evaluation of its impact and reviewed 4 aspects of its work:

- + What worked well
- + Identify what impact the Panel has had
- + Areas for improvement
- + Member development needs

Members concluded that ensuring meaningful and robust scrutiny of policies and also support /services available to support vulnerable children and young people is a key element of the leadership role of Scrutiny members. This self-assessment exercise is being repeated at the time of writing this report, as part of a broader review by the Council of the work of the 3 scrutiny panels.

In its recent re-inspection of children's services, Care Inspectorate Wales commended the work of the Panel as well as Member commitment to improving services for children and young people:

".... There is strong leadership and governance in IoACC. Members of the Council were able to demonstrate their contribution to children's services improvement journey. They were able to demonstrate their knowledge of key challenges facing the council and how they interact to impact upon children and families

Elected Members had a clear understanding of their role and with officers are aware of their responsibilities as Corporate Parents. Members are equally clear of the need for accountability at all levels and the importance of quality assurance systems and processes being able to identify any dips in performance or missed opportunities and support improvement before they escalate...

Members demonstrated commitment to improving services for children by agreeing the terms of reference for the Children's Improvement Panel before the last election immediately after CIW's last inspection. The improvement panel has continued to meet monthly and members report their confidence has grown and the panel is productive, giving them insight to progress being made in the service..."⁵

This work-stream has resulted in the following positive outcomes:

⁵ Report by Care Inspectorate Wales entitled "Inspection of Children's Services Isle of Anglesey County Council" December, 2018

Outcomes:

- ✚ A team of Members who have developed a high level of knowledge about the complexities of children's services and a level of expertise in the service area
- ✚ Model of working that focuses on a smaller group, encouraging good attendance and teamwork
- ✚ Creating conditions that are conducive to effective Scrutiny e.g. there has been a tangible improvement in the level and depth of questioning by the Panel
- ✚ Scrutiny activity that is well planned, efficient and objective and based on evidence from a range of sources
- ✚ Better understanding by Elected Members of the complexities and risks in Children's Services in order to be able to effectively scrutinise, hold to account and identify priorities in moving forward

(better decisions, better outcomes)

- **Finance scrutiny** – financial scrutiny has developed significantly from a low base over the past 18 months, with external expert input and guidance from CIPFA Wales. The Finance Scrutiny Panel have taken a strategic approach to scrutiny of financial matters and have developed an effective questioning strategy to underpin their work. For example, interventions by the Panel in response to significant budget pressures have triggered some positive mitigation measures by Children's Services and the Learning Service.

We continue to work alongside CIPFA Wales in developing our financial scrutiny journey with the following objectives in mind:



Pause and review exercise (Winter, 2018)

During November, 2018 Members invited CIPFA Wales to return to assist the Panel in assessing progress and to set the work programme priorities for 2019/20. CIPFA have commended the approach adopted by the Authority to financial scrutiny:

"....Progress in 2018

- *The approach to managing and conduct of business at the Panel has improved significantly during the year. This has moved from essentially an officer led approach to one that Members and the chair control better and more effectively*



- *The papers produced are improving as a consequence of having clarity around what is required from officers to improve the quality of debate and challenge by Members*
- *Chairing of the Panel has improved with a nominated Chair who does take ownership of the meeting and controlling timing of questions and debate more effectively*
- *Questions raised by Members have improved with increased understanding of the issues and therefore the relevance of the point and challenge being made. It is also clear that there is collectively increased quality and contribution by Members, all at some stage asking questions*
- *There will inevitably be changes in composition and this has been the case in 2018. New Members contributed and questioned which is positive....”*

In moving forward, the Panel will further develop its work programme and approach to financial scrutiny with CIPFA Wales continuing to provide professional guidance and advice, as a critical friend.

Outcome:

- ✚ More strategic and outcome based approach to financial scrutiny; evidence based scrutiny making a robust contribution to sound financial management and governance arrangements in the Council (**better decisions, better outcomes**)
- **Monitoring School Performance** – Scrutiny is playing an active part in monitoring and encouraging improvement by both schools and the Council’s Learning Service.

Since May 2018, Member of the Schools Progress Review Scrutiny Panel has:

 - ✚ Met with Head Teachers and Chair of Governors of nine primary schools and two secondary schools.
 - ✚ Met with teachers and Head teachers of the Foundation Phase Cluster Leadership Group who aim to assist schools with strengthening performance in the Foundation phase.
 - ✚ Received school performance updates from officers of the Regional School Effectiveness and Improvement Service for North Wales (GwE).
 - ✚ Received school performance information from the Learning Service.
 - ✚ Monitored implementation of the Learning Service Action Plan.
 - ✚ Received development sessions by the Schools Performance and Inclusion officer and GwE on various matters concerning education and performance monitoring.
 - ✚ Undertook a self-evaluation exercise

During December 2018, the Partnership and Regeneration Committee received verified summer 2018 examinations / data on primary and secondary school performance. Also submitted were GwE priorities to support schools on the island for the forthcoming year, which included steps to improve performance in the Foundation Phase and Key Stage 4. Performance information regarding the Additional Learning Needs and Inclusion Service for Anglesey and Gwynedd was also submitted to the committee, this allowed the service to be monitored constructively.

There is a close link between the Panel and the Committee and three progress reports submitted by the Panel to the Committee during this period.

Outcomes:

- ✚ The responsibility for school performance ultimately lies with the Head teacher and School Governing Body. However, constructive scrutiny by the Panel and the Committee during this period has contributed to overall improvement of education on the Island. During January 2019, the National School Categorisation System identified no school on Anglesey to be in the red support category with only five schools in the amber category. The remaining schools on the Island either in the yellow or green support category.
- ✚ Panel Members developed knowledge on performance and monitoring arrangements and are in a position to contribute effectively to ongoing improvement in school performance. Members have started to attend various support, monitoring and training activities for schools arranged by GwE to strengthen practical knowledge of what is taking place to improve school performance.

- **Joint working with the Health Board and other key partners**

Scrutinising partnership working between the Council and the Health Board is important and the Committee has received information concerning this aspect from Social Services, Health Board, Voluntary sector and the North Wales Partnership Board (established to meet Part 9 of the Social Services and Well-being (Wales) Act 2014)

Outcomes:

- ✚ Ensured that partners are cooperating working together to meet statutory obligations to work together. The Partnership and Regeneration Scrutiny Committee assured that partners are heading in the right direction and developing services to meet local needs but there is a lot of work to do in this important area.
- ✚ Partnership working is a complex area and Members need to be aware of initiatives and proposals by partners. During this period Members of the Partnership and Regeneration Scrutiny Committee have enhanced their knowledge will be in a stronger position to provide effective scrutiny by way of regular monitoring next year.
- ✚ Ensured that partners realise that initiatives undertaken jointly must assist and contribute to meet the Council's objectives.

• Scrutiny of the Anglesey and Gwynedd Public Services Board

The Anglesey and Gwynedd Public Services Board established in 2016, in accordance with the Well-being of Future Generations (Wales) Act 2015. The decision made by the Anglesey Executive at the time was to establish a Public Services Board. (PSB) for Anglesey which would collaborate with the Gwynedd Public Services Board. The draft Well-being Plan scrutinised by the Partnership and Regeneration Scrutiny Committee. On the 15th May 2018, the Council approved the Plan for publication by the PSB.

The Partnership and Regeneration Scrutiny Committee continued to scrutinise the partnership during this period.

Outcomes:

- ✚ Scrutinising the governance structure and delivery arrangements of the PSB. The Partnership and Regeneration Scrutiny Committee assured that governance arrangements complied with statutory requirements and no changes required at present.
- ✚ Scrutinising progress on delivery of the Well-being Plan. The Partnership and Regeneration Scrutiny Committee able to assure itself that the PSB is taking steps to integrate its priorities into plans and strategies of other public bodies and that the priorities did link with Isle of Anglesey County Council objectives.
- ✚ The Partnership and Regeneration Scrutiny Will continue the monitor progress of the PSB. It liaises closely with the team supporting the PSB. Further reports will be submitted for scrutiny to committee during 2019/2020.

Measuring the Impact of our Improvement Journey:

4.3 The table below summarises the impact of some of our key areas for improvement during 2018/19:

IMPACT OF OUR SCRUTINY IMPROVEMENT JOURNEY

Theme	How	Impact
Scrutiny Vision	<p>We have continued to mainstream the principles of our vision, ensuring that they are a core feature of our scrutiny work e.g. foundation to our preparatory work for the new Council; basis for our Scrutiny Member development programme; underpinning the work of our scrutiny panels</p> <p>(APPENDIX 5 – Scrutiny Vision Statement)</p>	<p>Evidence → increase in Member confidence; better scrutiny in committees; questioning strategy; quality of Member contributions in panel work and maturity of questioning strategies; feeling of Team Scrutiny amongst most Members.</p> <p>(better decisions, better outcomes)</p>

Theme	How	Impact
Member development and support	<p>Bespoke development programme for Scrutiny Members with the objective of developing:</p> <ul style="list-style-type: none"> • Scrutiny skills • Increased levels of technical information on specific topic areas. 	<ol style="list-style-type: none"> 1. Our Scrutiny principles and values underpin Member behaviours 2. Effective questioning strategies at work 3. Members involved in Scrutiny have the right skills and competencies 4. Scrutiny Members have access to training and development opportunities they need to undertake their role effectively. <p>(better outcomes)</p>
Scrutiny arrangements that are fit for purpose	<p>Alignment of work programmes</p> <p>The following now happen as an integral part of the process:</p> <ul style="list-style-type: none"> • Programme alignment conversations with the Leader and Chief Executive at the Scrutiny Chairs/Vice- Chairs Forum (monthly) • Monthly discussion between the Leader, Head of Democratic Services and Scrutiny Manager • Regular alignment conversations → scrutiny officers and heads of service <p>Scrutiny across a broader base</p> <p>Opportunities to scrutinise outside of the formal committee meetings → briefing sessions, panels, transformation boards.</p>	<ol style="list-style-type: none"> 1. Better alignment between all work programmes ensuring that matters of public interest are prioritised for Scrutiny 2. Focus on strategic matters → Council Plan and transformation priorities, outcomes and risks 3. Scrutiny arrangements that are aligned; an effective contribution to our governance arrangements. <p>(better decisions)</p>

Theme	How	Impact
Scrutiny panels	<ul style="list-style-type: none"> • Work programmes in place for the 3 panels • Expert input to support the Finance Panel (CIPFA Wales) • Assessment of children's services improvement panel by Care Inspectorate Wales • Assessment of panels by Wales Audit Office. 	<ol style="list-style-type: none"> 1. Clear focus for the work of the panels 2. Model of working that focuses on smaller groups → good attendance, Members developing a level of subject knowledge and "expertise", teamwork and sense of ownership 3. In-depth scrutiny of key issues. <p>(better decisions)</p>
Public Services Board (PSB)	<p>Sound foundation in place to further develop the work programme of the Partnership & Regeneration Scrutiny Committee.</p> <p>Aim: scrutinise the Public Services Board and partnership working in accordance with national guidance.</p>	<p>Early signs of emerging evidence → local structure in place which is fit for purpose; increase in Member confidence; discussions with Gwynedd Council on the possibility of establishing a joint panel to scrutinise the PSB</p> <p>Compliance with national guidance</p> <p>(better engagement)</p>
Scrutiny template	<p>A revised report template is currently being piloted and will be rolled out during the latter part of 2019.</p>	<p>Clarity of Scrutiny role → concise objectives, clear scrutiny questions, compliance with the requirements of the Wellbeing of Future Generations (Wales) Act 2015.</p> <p>(better decisions)</p>
Wellbeing of Future Generations	<p>5 ways of working underpins the scrutiny questioning strategy.</p>	<p>Place the 5 ways of working at the centre of the Member Scrutiny function.</p> <p>(better outcomes)</p>
Self-assessment of our Scrutiny arrangements	<ul style="list-style-type: none"> • Members and Senior Leadership Team complete a self-assessment as part of our work in measuring the outcomes and impact of Scrutiny activity in the Council • Self-assessment by 	<p>A local measure of the outcomes and impact of Scrutiny as a tool for continuous improvement</p> <p>Ownership by Members of the Scrutiny improvement journey</p> <p>The work programmes of the panels continue to align with corporate priorities</p>



Theme	How	Impact
	Members serving on the scrutiny panels	<i>(better decisions, better outcomes)</i>

4.4 Self-assessment of Scrutiny effectiveness

Our work around measuring the outcomes and impact of Scrutiny practice in the Council has also included some survey work with Members again this year, through small group discussions using some core questions as a framework. This year we have also captured the views of Executive Members and the Senior Management Team.

Self-assessment core questions:

- What were the highlights in Scrutiny during the past year?
- In your opinion, what impact did Scrutiny have during 2018/19 in supporting the Executive to make effective decisions?
- Are there any aspects that could be improved or delivered more effectively in the future?
- What development needs do you have to support you in the role?
- Any general observations on the influence and / or impact on the work of Scrutiny Members in the decision making processes?

What our Members had to say...

A. Scrutiny Members

All of our Scrutiny Members took part in the self-assessment. Below is a flavour of what our Members had to say. The findings of this exercise have fed into our improvement priorities for 2019/20:

LOOKING BACK

One of the highlights for me has definitely been scrutinising the Schools Modernisation Programme, looking at the pros and cons and assisting the Executive to move the programme forward after looking at the strengths and weaknesses of the plan

We definitely supported the Executive in making effective decisions by having them scrutinised. An example would be budget planning for the following year. Our role is to question and evaluate their reports prior to adoption and in my opinion this works well most of the time

The strengthened arrangements for reporting to the Executive is adding value to our governance arrangements

Overall, I feel that Scrutiny has vastly improved though we still have room for improvement



We have completed some very good Scrutiny work in our panels. As Members we have been able to focus on specific areas. The new structure is working well and we have had positive feedback from our regulators

Scrutinising some of our key partnerships has been a highlight for me during 2018/19. This work needs to continue

Our training and development programme has been excellent. The external expert advice and mentoring

I am a member of the Schools Scrutiny Panel and appreciate the opportunity to meet with head teachers, chairs of governors and representatives of GwE in order to monitor our schools' performance.

LOOKING FORWARD

Some reports submitted to Scrutiny are lengthy and not always easy to read. Summaries focusing on the key issues would help us, but this may be a challenge with complex issues

Monthly briefing sessions are excellent and should continue. They provide us with a lot of background information to help us in scrutiny committee meetings

Although a challenge due to our size, there should be capacity for committees to do some work independent of the Executive forward work programme

Finance feeds into most matters before Scrutiny and I would benefit from further financial management training

It is important that Scrutiny continues to hear the voices of communities and other interested parties across the spectrum of issues we consider

In moving forward, attendance at pre-meetings needs to further improve and we need to understand why so that we may create the conditions to support good attendance

A balance of items between both scrutiny committees would enable us to further improve

Being able to visit a County similar to us would enable us to further improve locally



Welsh Government sees joint working across Councils as a priority. The structure for scrutinising regionally delivered services should be clarified

Continuous professional development re Scrutiny once or twice a year would be good

B. Executive Members

All Members of the Executive participated in the self-assessment. Below is a summary of their comments:

The work of the scrutiny panels was without a doubt one of the highlights during 2018/19. They have matured significantly over the last year and have become an effective way of scrutinising and also developing Member expertise

We had a number of recommendations from the scrutiny committees on matters of strategic priority to the Council

There is good experience amongst our Members and real potential in Scrutiny to make a difference

The arrangements for regular reporting to the Executive on recommendations of the scrutiny committees have strengthened, which is to be welcomed

We must demonstrate an appreciation of the contribution made by Scrutiny Members. We are a small Authority but contribute a lot

Hearing the voice of communities and other stakeholders is an important part of our work as a Council. The scrutiny committees enabled the voices of communities to be directly heard, in order to shape recommendations to the Executive

Ensuring a balance of work programmes across both committees will enable us to further strengthen our scrutiny arrangements

Creating the conditions for the scrutiny committees to further refine evidence based recommendations to the Executive will enable us to increase the impact of scrutiny



C. Senior Leadership Team

Comments were received from the Senior Leadership Team as part of the self-assessment:

Confirmation by Wales Audit Office of the success of Scrutiny is to be welcomed

A significant contribution has been made by Scrutiny towards the Council's success

The committees have influenced our work through a range of reports and recommendations. In particular in Children's Services by shaping our development programme and through receiving progress updates on our services

The role of Scrutiny has been essential to Social Services over the past year. Through the structure, the Service has been able to receive feedback and challenge on our plans

Scrutiny has examined specific aspects of our work in Adults Services including learning disability, complaints and our partnerships

On the whole, Scrutiny had a positive impact in examining matters of corporate priority. Examples of good, informed questioning by Members

5.0 LOOKING FORWARD TO 2019/20

5.1 The Authority will continue on the next stage of its improvement journey and the following key areas have been prioritised in the recently published development programme for action over the coming months:

KEY SCRUTINY DEVELOPMENT AREAS

Theme	How	Desired Outcome ⁶
Vision	Continue to mainstream our Scrutiny vision	<i>Better outcomes</i>
Member Development and Support	<ul style="list-style-type: none"> a. Further develop the bespoke rolling programme in place to support and develop Scrutiny Members – focus on self-evaluation; chairing skills; scrutiny of performance data; financial scrutiny; information technology matters; E-learning b. Convene short, regular briefing/ development / review sessions with Scrutiny Members 	<i>Better decisions</i>
Scrutiny Panels	Review the work of the panels to ensure: <ul style="list-style-type: none"> • clear, robust work programmes • appropriate pace and focus • areas of focus in accordance with corporate priorities 	<i>Better decisions</i>
Citizen Engagement in our Scrutiny work	Build upon our initial work by formalising inputs into subjects of public interest from existing stakeholder groups who work with the Council	<i>Better engagement</i>
Wellbeing of Future Generations	Clarify the role of Scrutiny by further developing the Scrutiny report template and Scrutiny key questions	<i>Better outcomes</i>
Public Services Board and partnership working	<ul style="list-style-type: none"> • Develop the work programme of the Partnership and Regeneration Scrutiny Committee to scrutinise the Public Services Board and effectiveness of partnerships in accordance with national guidance • Hold discussions with Gwynedd Council on the possibility of establishing a joint panel to scrutinise the Public Services Board 	<i>Better engagement</i>

⁶ Outcomes and Characteristics for Effective Local Government Overview and Scrutiny – Good Scrutiny? Good Question! Wales Audit Office, 2014

Theme	How	Desired Outcome ⁶
Innovative models of Member Scrutiny	Consider more innovative methods of undertaking Scrutiny activity	<i>Better decisions, better outcomes, better engagement</i>
Self-assessment of our local Scrutiny arrangements	Self-assessment exercises completed by Members: <ul style="list-style-type: none"> • as part of the process of preparing the Scrutiny Annual Report • to assess the outcomes and impact of our scrutiny panels 	<i>Better outcomes</i>

6.0 CONTACT SCRUTINY

6.1 To find out more about scrutiny in Anglesey or to give your views please contact:

Scrutiny Unit,
Isle of Anglesey County Council,
Council Offices.
Llangefni.
Anglesey.
LL777TW

Anwen Davies	Scrutiny Manager (leading on supporting the Corporate Scrutiny Committee)	(01248) 752578 AnwenDavies@ynysmon.gov.uk
Geraint Wyn Roberts	Scrutiny Officer (leading on supporting the Partnership and Regeneration Scrutiny Committee)	(01248) 752039 GeraintRoberts@ynysmon.gov.uk

OVERVIEW AND SCRUTINY
ANNUAL REPORT: 2018-2019

APPENDICES

WHAT IS OVERVIEW AND SCRUTINY?

National policy context

National context:

Scrutiny committees form part of the way in which local government in Wales operates. As well as establishing a decision making executive, the Local Government Act 2000 requires one or more scrutiny committees. Their primary role is to hold decision-makers to account, drive improvement, act as the voice of the community and play a role in policy development and review.

The Centre for Public Scrutiny (CfPS)⁷ advocates four key principles in support of effective Member scrutiny:

- i. Provide “critical friend” challenge to executive policy makers and other decision makers
- ii. Enable the voice and concerns of the public and its communities to be heard
- iii. Be carried out by “independent minded governors” who lead and own the scrutiny process
- iv. Is evidence based and drives improvement in public services.

In January 2017, the Welsh Government published a White Paper entitled “Reforming Local Government: Resilient and Renewed”. The White Paper sought views on proposals for mandatory regional working to deliver a range of services, address workforce issues and implement electoral reform. Welsh Government published a subsequent Green Paper⁸ last year explaining its ambitions and proposes a statement of intent for a stronger and more empowered local government in Wales. These proposals set out an approach for the future of local government “to deliver stronger, more resilient and sustainable public services with democratic accountability at its core”⁹. It is anticipated that specific proposals will also be developed relating to Member scrutiny functions both within the local context and also in holding to account services delivered through regional arrangements. It will therefore be necessary for us to continually develop our local scrutiny framework and arrangements in response to the proposed new legislation and evolving national policy context. The Local Government Bill is anticipated later this year.

⁷ Good Scrutiny Guide, Centre for Public Scrutiny 2004

⁸ Strengthening Local Government: Delivering for people (20 March, 2018)

⁹ Strengthening Local Government: Delivering for people (20 March, 2018, p.2)

REMIT AND MEMBERSHIP OF OUR SCRUTINY COMMITTEES

The overview and scrutiny function at the Isle of Anglesey County Council continues to be delivered through a structure comprising of two parent scrutiny committees - Corporate Scrutiny Committee and the Partnership and Regeneration Scrutiny Committee.

Corporate Scrutiny Committee

Remit:











- The focus of work of the Corporate Scrutiny Committee is to provide assurance regarding the performance and delivery of all services; ensure the council achieves its corporate and service objectives (as outlined in the Corporate Plan, Annual Budget, Budget and Policy Framework, Performance Management Framework, Corporate Policies or their successor plans and policies); and to support and make recommendations for continuous improvement
- Members of the Corporate Scrutiny Committee hold preparation meetings in advance of every committee in order to prepare and focus discussion at the formal meetings of the committee. This is regarded as good practice and it is intended to continue with these arrangements in 2019/20.

Membership

- The Corporate Scrutiny Committee is chaired by Councillor Aled Morris Jones and supported by Vice Chair Councillor Dylan Rees. Ten Elected Members sit on the committee¹⁰ with provision for 4 co-opted members:

¹⁰ Councillor membership of the Scrutiny Committees reflect the political balance of the Council

Membership of the Corporate Scrutiny Committee

	Name	Ward	Political Party/Group		Name	Ward	Political Party/Group
	Cllr Aled Morris Jones (Chair)	Twrcelyn	Anglesey Independents		Cllr Dylan Rees (Vice-chair)	Canolbarth Môn	Plaid Cymru
	Cllr Lewis Davies	Seiriol	Plaid Cymru		Cllr John Griffith	Talybolion	Plad Cymru
	Cllr Alun Roberts	Seiriol	Plaid Cymru		Cllr Nicola Roberts	Canolbarth Môn	Plaid Cymru
	Cllr Richard Griffiths	Twrcelyn	The Independent Group		Cllr Richard O Jones	Twrcelyn	The Independent Group
	Cllr J Arwel Roberts	Ynys Gybi	Wales Labour Party		Cllr Bryan Owen	Bro Aberffraw	Anglesey Independents

Members of the Corporate Scrutiny Committee during part of 2018-2019	
Cllr Trefor Lloyd Hughes	Cllr Shaun Redmond
	

PARTNERSHIP AND REGENERATION SCRUTINY COMMITTEE











Remit:

- The primary focus of the Partnership and Regeneration Scrutiny Committee is to ensure that the interests of the citizens of the Island are promoted, and that best use is made of Council resources, in line with the Council's priorities, that demonstrate added value from working with partners. The remit of the committee includes regional and national arrangements as well as local arrangements
- The committee is also the nominated Crime and Disorder Committee dealing with crime and disorder matters, as required under Section 19 and 20 of the Police and Justice Act 2006. It is also the designated committee for scrutinising the work of the Ynys Môn and Gwynedd Public Services Board
- The Committee has introduced a practice of holding briefing meetings with members prior to each formal scrutiny committee meeting. This is regarded as good practice and it is intended to continue with these arrangements in 2019/20.

Membership:

- The Partnership and Regeneration Scrutiny Committee was chaired by Councillor Gwilym Jones and supported by Vice Chair Councillor Robert Llewelyn Jones. Ten members also sit on this committee with provision for 4 co-opted members:

Membership of the Partnership and Regeneration Scrutiny Committee

	Name	Ward	Political Party/Group		Name	Ward	Political Party/Group
	Cllr Gwilym O Jones (Chair)	Llifon	The Independent Group		Cllr Robert Llewelyn Jones (Vice- chair)	Caergybi	Anglesey Independents
	Cllr Dafydd Roberts	Bro Rhosyr	The Independent Group		Cllr Vaughan Hughes	Lligwy	Plaid Cymru
	Cllr Alun Roberts	Seiriol	Plaid Cymru		Cllr Margaret Roberts	Lligwy	Plaid Cymru
	Cllr Nicola Roberts	Canolbarth Môn	Plaid Cymru		Cllr Trefor Lloyd Hughes	Ynys Gybi	Plaid Cymru
	Cllr Kenneth P Hughes	Talybolion	Anglesey Independents		Cllr Glyn Haynes	Caergybi	Labour Party

Member of the Partnership and Regeneration Scrutiny Committee during part of 2018-2019

Cllr Robin Williams



Our scrutiny committees can undertake their work in one of the following ways:

- Consider a topic during a formal meeting
- Consider a topic in more detail by establishing a scrutiny outcome panel OR
- Conduct informal sessions on a particular area of policy.

Again during 2018/19, the scrutiny committees were aware of the need to seek to focus their work on outcomes and within the Wales Audit Office framework of characteristics and outcomes for effective local government overview and scrutiny¹¹:

- Better outcomes
- Better decisions
- Better engagement

This best practice framework is summarised in **APPENDIX 4** to this report.

Call-in of decisions: Scrutiny committees can “call-in” a decision taken by either the Executive, Portfolio Holder or an officer to whom the Executive has been delegated with a specific decision making power. The scrutiny committees only exercise a “call-in” when there is good reason to do so (through a Test of Significance), and during 2018/19 this was exercised 3 times, by the Corporate Scrutiny Committee. The Corporate Scrutiny Committee called in the following decisions made by the Executive / Portfolio Holder:

1. Executive Decisions

- Modernisation of Schools in the Llangefni area (Y Graig and Talwrn) (August, 2018)
- Modernisation of Schools in the Seiriol area (August, 2018)

2. Portfolio Holder Decision

- Recommendation to sell former Ysgol Llaingoch (accepting the highest offer) (September, 2018).

¹¹ Good Scrutiny? Good Question!, Wales Audit Office, 2014

WALES AUDIT OFFICE REVIEW OF SCRUTINY

The Wales Audit Office undertook a national review of scrutiny during 2017/18 with fieldwork in all local authority areas. The purpose of the review was threefold:

- Explore how 'fit for the future' our scrutiny arrangements are and how well placed we are to respond to future challenges (including continued pressure on public finances and possible move towards regional working between Councils)
- Scrutiny of the Public Services Board
- Wellbeing of Future Generations and how we are responding in relation to our scrutiny work.

Evidence gathering and fieldwork by the Wales Audit Office in respect of the Council's Scrutiny arrangements was completed in the Spring, 2018. The report on our local arrangements was published in October, 2018.

Outcomes and Characteristics for Effective Local Government Overview & Scrutiny¹²

Outcome <i>What does good scrutiny seek to achieve?</i>	Characteristics <i>What would it look like? How could we recognise it?</i>
<p>1. Democratic accountability drives improvement in public services.</p> <p><i>“Better Outcomes”</i></p>	<p>Environment</p> <ul style="list-style-type: none"> i) Overview & scrutiny has a clearly defined and valued role in the council's improvement and governance arrangements. ii) Overview & scrutiny has the dedicated officer support it needs from officers who are able to undertake independent research effectively, and provides councillors with high-quality analysis, advice and training. <p>Practice</p> <ul style="list-style-type: none"> iii) Overview & scrutiny inquiries are non-political, methodologically sound and incorporate a wide range of evidence and perspectives. <p>Impact</p> <ul style="list-style-type: none"> iv) Overview & scrutiny regularly engages in evidence based challenge of decision makers and service providers. v) Overview & scrutiny provides viable and well evidenced solutions to recognised problems.
<p>2. Democratic decision making is accountable, inclusive and robust.</p> <p><i>“Better decisions”</i></p>	<p>Environment</p> <ul style="list-style-type: none"> i) Overview & scrutiny councillors have the training and development opportunities they need to undertake their role effectively. ii) The process receives effective support from the council's corporate management team who ensures that information provided to overview & scrutiny is of high quality and is provided in a timely and consistent manner. <p>Practice</p> <ul style="list-style-type: none"> iii) Overview & scrutiny is councillor-led, takes into account the views of the public, partners and regulators, and balances the prioritisation of community concerns against issues of strategic risk and importance.

¹² Good Scrutiny? Good Question! Wales Audit Office, 2014

	<p>iv) Overview & scrutiny meetings and activities are well-planned, chaired effectively and make best use of the resources available to it.</p> <p>Impact</p> <p>v) Decision makers give public account for themselves at overview & scrutiny committees for their portfolio responsibilities.</p>
<p>3. The public is engaged in democratic debate about the current and future delivery of public services.</p> <p><i>“Better engagement”</i></p>	<p>Environment</p> <p>i) Overview & scrutiny is recognised by the executive and corporate management team as an important council mechanism for community engagement, and facilitates greater citizen involvement in governance.</p> <p>Practice</p> <p>ii) Overview & scrutiny is characterised by effective communication to raise awareness of, and encourage participation in democratic accountability.</p> <p>iii) Overview & scrutiny operates non-politically and deals effectively with sensitive political issues, tension and conflict.</p> <p>iv) Overview & scrutiny builds trust and good relationships with a wide variety of internal and external stakeholders.</p> <p>Impact</p> <p>v) Overview and scrutiny enables the 'voice' of local people and communities across the area to be heard as part of decision and policy-making processes.</p>

A vision for delivering effective scrutiny in Isle of Anglesey County Council

Vision

Scrutiny in Anglesey aims to secure better outcomes for citizens and communities and add to the effectiveness of the Council by helping make public services more transparent, inclusive, accountable and cost effective.

Guiding Principles for Scrutiny in Anglesey

- Scrutiny is characterised by an atmosphere of mutual trust, co-operation and shared responsibility for achieving the best outcomes for local communities.
- Non-Executive Members are non-political in carrying out their support and challenge roles.
- Scrutiny activity directly broadens the evidence base upon which decisions and programmes of transformational change are predicated by providing a view on how proposals are likely to resonate with local communities.
- Non-Executive Members help ensure that a strategic, long term approach is taken when major service reconfiguration is being considered by providing constructive challenge in testing assumptions, examining risks and challenging how resources are prioritised.

Our Values

Overview and Scrutiny in Anglesey....

- Is 'forward and outward' and proactive rather than 'inwards and reactive'
- Has a clearly defined and valued role in the council's improvement and governance arrangements
- Is non-political, methodologically sound and incorporates a wide range of evidence and perspectives including those from strategic partners, regulators and the public.
- Is led by councillors who have the training and development opportunities they need to undertake their role effectively.
- Receives effective support from the council's senior leadership team who ensures that information provided to overview and scrutiny is of high quality and is provided in a timely and consistent manner.
- Takes into account concerns expressed at ward level in a non-parochial way when managing its forward work programme.
- Is well planned, chaired effectively and makes best use of the resources available to it.
- Is recognised by the executive and senior leadership team as an important council mechanism for community engagement, and facilitates greater citizen involvement in governance.
- Builds trust and positive relationships with a wide variety of internal and external stakeholders.