

## Report of the Chair

### Scrutiny Programme Committee – 9 May 2016

#### ANNUAL WORK PROGRAMME REVIEW 2015/16

<b>Purpose</b>	This is the last scheduled meeting of the committee in this council year. The purpose of this report is to help councillors take stock of the work done this year and reflect on the experience. The committee may also start thinking about what topics might be looked at by scrutiny in the new council year (i.e. following the Council AGM on 19 May)
<b>Content</b>	The scrutiny work programme is described and reviewed. The work completed by the committee is attached together with a summary of the established Scrutiny Panels and Working Groups, some of which are still in progress.
<b>Councillors are being asked to</b>	<ul style="list-style-type: none"><li>• evaluate the effectiveness of the scrutiny work programme</li><li>• evaluate how well the committee has worked this year</li><li>• identify any topics that might be looked at by scrutiny in future</li></ul>
<b>Lead Councillor(s)</b>	Councillor Mary Jones, Chair of the Scrutiny Programme Committee
<b>Lead Officer(s)</b>	Dean Taylor, Director – Corporate Services
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## 1. Introduction

- 1.1 Being the final scheduled meeting of this council year it is good practice to look back on the last year's work and invite the committee to consider its effectiveness. The purpose of this report is to help councillors take stock of the work done this year and reflect on the experience, and to start thinking about what topics might be looked at by scrutiny in the new council year.

## 2. Scrutiny Arrangements

- 2.1 The broad aim of the scrutiny function is to:
- help improve services
  - provide an effective challenge to the executive

- engage members in the development of policies, strategies and plans
  - engage the public
- 2.2 The council's scrutiny arrangements agreed by Council in October 2012 aimed to achieve the following:
- all work to be managed by a single Scrutiny Programme Committee through a single work plan. This will ensure that work is cross cutting and not restricted to departmental silos.
  - specific work will be undertaken both through the committee and by establishing informal panels (for in-depth activities) or working groups.
  - the Chair of the Scrutiny Programme Committee shall maintain overall responsibility for the work and timetable for scrutiny, and ensuring that the work is carried out, in conjunction with the committee itself.
  - all backbench councillors should have the opportunity to participate in scrutiny work regardless of committee membership.
- 2.3 The terms of reference of the Scrutiny Programme Committee are attached as **Appendix 1**.

### **3. Work Planning**

- 3.1 The committee has needed to ensure that the work of scrutiny is:
- manageable, realistic and achievable given resources available
  - relevant to council priorities
  - adding value and having maximum impact
  - coordinated and avoids duplication
- 3.2 A Scrutiny Work Planning Conference took place on 8 June and was attended by 18 scrutiny councillors, 1 co-opted member and the Chair of the Audit Committee. The conference featured various perspectives on the work programme, including council priorities. Suggestions that had been gathered from the annual councillor survey, cabinet members, officers, the public and partners were shared for consideration.
- 3.3 Those in attendance were asked to give thought to work plan priorities for this year, whether anything important was missing from current work, and whether the balance was right across Cabinet portfolios. Councillors present shared views about the work programme and identified priorities for the year ahead.

### 3.4 Key issues that emerged from the work planning conference included:

- Focus on Corporate Priorities e.g. Building Sustainable Communities (objectives, actions, outcomes)
- Key Cabinet Decisions (forward look > pre-decision scrutiny) e.g. commissioning reviews, asset disposal strategy
- Financial Scrutiny e.g. Budget (cuts / savings, impact), Commercialism, Procurement Process
- Poverty & Prevention Service Area(s)
- Ensuring right balance of scrutiny activity across all Cabinet portfolios (e.g. Anti-Poverty; Wellbeing & Healthy City)
- Other topic suggestions: Corporate Building Services (e.g. issues re service model, cost, competitiveness); Community Asset Transfer (e.g. how to empower and support community groups / 3rd sector / other providers – is there a clear and consistent procedure, guidance or strategy?)

#### 3.4.1 List of other suggestions from group discussion:

- Transition from Child & Family Services to Adult Social Services
- Disabled Facilities Grants
- City Centre Development (impact on Swansea generally)
- Children's Play / Youth Services
- Tethered Horses
- Community Involvement / Equality in Council decision-making (e.g. how to engage hard to reach groups)
- Elective Home Education (safeguarding issues) (*Schools Performance Panel already been looking at this*)
- Home to School Transport (*Schools Performance Panel already looking at this*)

#### 3.4.2 Other issues raised:

- develop links with Audit / Inspection (work plans, reports, action plans, impact)
- Scrutiny / Cabinet Advisory Committee (CAC) relationship – clarity about role of CACs / impact of their work on scrutiny work programme
- consider timing of future Work Planning Conference – suggested before end of municipal year
- how to improve councillor engagement in scrutiny

### 3.5 Taking into account feedback from the conference, the committee considered what additional work should be included in the work programme. This was guided by the overriding principle that the work of scrutiny should be strategic and significant, focussed on issues of concern, and represent a good use of scrutiny time and resources.

- 3.6 This year the committee was also keen that the work programme engages more directly with the work of all Cabinet Members through, for example, pre decision scrutiny. At the same time the recent WLGA Peer Review stressed the importance of aligning scrutiny work more closely to the corporate priorities.
- 3.7 A proposed work programme was discussed by the committee in July 2016 i.e. the topics that should be examined through various panels and working groups as well as a plan for future committee meetings. The work programme included work that was ongoing or already committed, either because of its importance or because work was incomplete, as well as new topics.
- 3.8 Non-executive councillors who are not members of the committee were given the opportunity to participate in panels and other informal task and finish groups. New scrutiny topics, once agreed, were advertised to all non executive councillors and expressions of interest sought. The membership of panels and working groups were then determined by the committee.

#### **4. Summary of Work Completed**

- 4.1 The work of scrutiny has been carried out primarily in three ways – through the committee itself and by establishing informal panels (for in-depth activities) or one-off working groups.

##### **4.1.1 Formal Committee Meetings**

- 4.1.2 The Scrutiny Programme Committee is responsible for developing the council's scrutiny work programme, and managing the overall work of scrutiny to ensure that it is as effective as possible. A report was provided to each meeting to enable the committee to maintain an overview of all scrutiny activities (including the work undertaken by the informal Panels and Working Groups established), monitor progress, and coordinate work as necessary.

- 4.1.3 As well as developing and managing the overall work programme and keeping an oversight on all scrutiny activities, the committee has focussed on holding Cabinet Members to account by holding formal questioning sessions and providing challenge on a broad range of policy and service issues over the course of the year. This has resulted in the committee communicating findings, views and recommendations for improvement through chair's letters to Cabinet Members. A copy of this year's completed work plan is attached as **Appendix 2**.

- 4.1.4 The work can be summarised as follows:

- Cabinet Member Questioning Sessions

The committee held all 10 Cabinet Members to account by holding a series of question sessions throughout the year. This has enabled

the committee to explore their work, looking at priorities, actions, achievements and impact.

- Crime & Disorder Scrutiny

The Scrutiny Programme Committee is designated as the Council's Crime & Disorder Committee under the Police & Justice Act 2006. The committee met with Chief Superintendent Joe Ruddy (South Wales Police) and Chris Sivers (Director – People) in their position as co-chairs of the Safer Swansea Partnership to discuss progress on Safer Swansea Partnership Performance with questioning on plans, performance, challenges.

- Final Inquiry Reports

The following inquiries were completed over the last year. The committee formally agreed the final inquiry reports, produced by Panels, for submission to cabinet for decision:

Inquiry	Report to Cabinet	Cabinet Decision	Recommendations		
			Agreed	Partly	Rejected
Corporate Culture	20 Aug 2015	15 Oct 2015	19	0	0
Education Inclusion	19 Nov 2015	20 Jan 2016	19	0	1
Gypsy & Traveller Site Search Process	18 Feb 2016	awaited			
School Governance	18 Mar 2016	awaited			

A response to the following inquiry was also received in the last year:

Inquiry	Report to Cabinet	Cabinet Decision	Recommendations		
			Agreed	Partly	Rejected
Social Care at Home	20 Jan 2015	20 Aug 2015	16	5	1

- Chair's Letters - these are an established way for scrutiny to communicate findings, views and recommendations for improvement directly to Cabinet Members, reflecting discussion at meetings. Scrutiny letters produced by the committee and working groups, and those from panels which required action from the committee, and Cabinet Member responses were published within the Scrutiny Programme Committee agenda for discussion. This year response times are being monitored and currently shows the average response time being 20 days (against target of 21 days).

Of the 47 letters which required a response 79% have been responded to within time.

- Scrutiny Dispatches – the committee produced a quarterly summary of the headlines from the work of scrutiny for council and the public, which focussed on impact and how scrutiny is making a difference. Utilising Scrutiny Dispatches as a mechanism to take a more systematic approach to internal and external communication of activity, has resulted in increased media coverage both in the Evening Post and Swansea Bay Radio. Scrutiny Dispatches is proving to be a valuable way to support and shape media coverage in the future.
- Pre-decision Scrutiny – 6 cabinet reports were subject to pre-decision scrutiny:
  - The Future of Education Other Than At School Services in Swansea – Report of the Cabinet Member for Education to Cabinet on 15 October 2015 (*this was carried out by the Schools Performance Panel*)
  - Disposal of Former Civic Centre and Adjoining Land, Penllergaer – Report of the Cabinet Member for Finance & Strategy to Cabinet 19 November 2015
  - Development of City Centre Sites – Selection of Development Partner(s) and Authorisation to Amend the Current Year Capital Programme (FPR7) – Report of the Cabinet Member for Enterprise, Development & Regeneration to Cabinet 17 December 2015
  - Review Of Abergelli & The Beeches Alternative Day Services – Report of the Cabinet Member for Adults & Vulnerable People to Cabinet 21 January 2016
  - Budget Reports – Reports of the Cabinet Member for Finance & Strategy / Section 151 Officer to Cabinet 15 February 2016 (*this was carried out by the Service Improvement & Finance and Schools Performance Panels*)
  - Review of School Music Service Arrangements – Report of the Cabinet Member for Education to Cabinet 21 April 2016 (*this was carried out by the Schools Performance Panel*)
- Referrals from Council (or other bodies) – Gypsy & Traveller Site Provision – Review of Process

Following referral from Council the committee agreed to undertake this review by setting up a number of special meetings, in order to check whether the process was robust, seek assurance on quality, identify any learning points, and recommend any changes for the future as appropriate. This work commenced in February 2014 and was completed in February 2016. A report was presented to Cabinet on 18 February and a Cabinet response is awaited. A follow up on the implementation of the learning points /

recommendations will be scheduled in the committee's work plan in due course.

- Coordination with Audit Committee – the Chair of Audit attended to share the work plan of Audit Committee for discussion to ensure mutual awareness and understanding of respective work plans and co-ordination. Likewise the Chair of the Scrutiny Programme Committee also attended the Audit Committee. The work plan of the Audit Committee has been a standing item on the committee agenda.
- Other Reports:
  - Implementation of the Children & Young People's Rights Scheme
  - Annual Local Government Performance Bulletin 2014-15
  - Scrutiny of Swansea Public Services Board – implications of the introduction of statutory Public Services Boards (in place of Local Service Boards) through the Wellbeing of Future Generations (Wales) Bill.
  - Older People's Commissioner for Wales – Guidance on Equality & Human Rights Impact Assessments and Scrutiny.
  - Overview of Commissioning Review Process.
  - Scrutiny Performance Panel conveners attended to provide progress reports on the work and impact of their Panels.

#### 4.2.1 Informal Scrutiny Panels and Working Groups

4.2.2 A number of scrutiny panels were established, with conveners and members appointed by the committee, to carry out in-depth inquiries or undertake in-depth monitoring of particular services. The use of panels ensured that scrutiny was both flexible and responsive to issues of concern:

- a) Inquiry Panels: to undertake discrete in-depth inquiries into specific and significant areas of concern on a task and finish basis. These would be significant topics where scrutiny can make a real difference. Inquiry panels are expected to take no longer than six months to complete and would produce a final report at the end of the inquiry with conclusions and recommendations for Cabinet (and other decision-makers), informed by the evidence gathered.

The following Inquiry Panels met over the last year:

- Education Inclusion (completed)
- Corporate Culture (completed)
- School Governance (completed)
- Child & Adolescent Mental Health Services
- Building Sustainable Communities (new)
- Tackling Poverty (new)

**Follow up of Previous Scrutiny Inquiries** – Inquiry Panels reconvene to follow up on the implementation of agreed recommendations and cabinet action plans, and the impact of their work. A meeting will usually be held 6-12 months following cabinet decision, with a further follow up arranged if required. The following previous scrutiny inquiries were followed up during the year:

<b>Inquiry</b>	<b>Status</b>
Economic Inactivity	Complete
Attainment & Wellbeing	Complete
Inward Investment	Complete
Public Engagement	Complete
Streetscene	Complete

- b) **Performance Panels:** to provide in-depth monitoring and challenge for clearly defined service areas. Performance Panels would be expected to have on-going correspondence with relevant cabinet members in order to share views and recommendations, arising from monitoring activities, about services. Performance Panel conveners have also been required to provide the committee with regular progress reports on the work of their Panels.

The following Performance Panels met over the last year:

- Service Improvement & Finance
- Schools
- Child & Family Services
- Local Service Board (*multi-agency Panel*) – *NB this has now become the Public Service Board Scrutiny Performance in line with the introduction of statutory Public Services Boards (in place of Local Service Boards) through the Wellbeing of Future Generations (Wales) Bill.*

A separate Panel with a specific remit to focus on the Transformation of Adult Social Services also met. This work has recently concluded and the Committee has established a new Performance Panel for Adult Social Services.

- 4.2.3 **Working Groups** - Although the majority of scrutiny work would be carried out through the committee and panels, the committee also established some informal working groups of councillors. This supported flexible working where it had been agreed that a matter should be carried out outside of the committee but did not necessitate the establishment of a Panel. This method of working was intended to be light-touch – effectively a one-off meeting to consider a specific report or information, resulting in a letter to the relevant Cabinet Member(s) with views and recommendations.



Working Group meetings took place during the last year to look at the following:

- Sustainability
- Civic Events
- Local Flood Risk Management
- Tethered Horses
- Welsh Housing Quality Standard
- Tree Preservation

4.2.4 Scrutiny of Regional Bodies – Discussions about the scrutiny of the Education through Regional Working (ERW) regional school improvement service took place during the last year. A meeting for scrutiny councillors and officers from the six councils participating in ERW was held in Port Talbot in September. It was agreed that a scrutiny councillors group should be set up in order to coordinate scrutiny work across the region and ensure a consistent approach. The Swansea Scrutiny Team is providing support for this group as the Council's contribution to ERW. The group met in Swansea in March. Swansea is represented by the chair of the Scrutiny Programme Committee and convener of the Schools Performance Panel. The group agreed its terms of reference, discussed individual Councils scrutiny education work programmes, looked at the ERW Business Plan for 2016-19, shared good practice in relation to individual schools scrutiny and looked at the data for school standards and categorisation. The next meeting will be hosted by Pembrokeshire Council and is being arranged for September 2016.

4.2.5 **Appendix 3a and 3b** provides a snapshot of progress with the informal panels and working groups established by the committee to carry out specific activities and their current position. For further information a contact list for lead scrutiny members and officers is also contained in **Appendix 4**.

4.2.6 Although much of the work of scrutiny is carried out by informal panels and working groups these meetings are accessible to the public. Agendas, reports and letters relating to all scrutiny activities are published on-line: <http://swansea.gov.uk/scrutinypublications>.

## 5. **Public Requests for Scrutiny / Councillor Calls for Action**

5.1 In accordance with the Local Government (Wales) Measure 2011 the Scrutiny Programme Committee has a protocol to deal with requests for scrutiny from individual councillors (who are not members of the committee) and/or members of the public.

5.2 Also, councillor calls for action (CCfA) specifically enable councillors to refer issues of local importance to an overview and scrutiny committee, however as a means of "last resort" in a broad sense, with issues being raised at a scrutiny committee after other avenues have been explored.

- 5.3 In accordance with these protocols, the chair of the Scrutiny Programme Committee is required to consider any requests received and bring about a proposal about how to deal with these to the committee for consideration.
- 5.4 Over the year 1 public request was received and dealt with by the committee. This related to concerns about the appropriation of land at Parc Y Werin, Gorseinon for new build of Gorseinon Primary School.

## 6. The Scrutiny Experience

- 6.1 As the committee reaches the conclusion of the year's work it is good practice to reflect on achievements and issues that have arisen. Committee members are encouraged to share their views on how process and practice can be improved, thinking of experiences both positive and negative.
- 6.2 The following questions may be worth considering:
- What one thing has worked particularly well?
  - What has not worked so well?
  - What one thing could be improved about the committee?
  - What would help you develop as a scrutineer?
- 6.3 A range of relevant statistics about scrutiny activity covering the last year is attached as **Appendix 5** to help the committee consider the performance of scrutiny.
- 6.4 The annual councillor scrutiny survey was also issued during February and March to all councillors. As well as gauging general perceptions and getting views to inform improvements to the way scrutiny works in the future the survey was also designed to capture councillor's ideas about what the scrutiny work programme should look like – these will be fed into the scrutiny work planning conference that will take place on 12 May. 42 survey responses were received. This includes 33 out of the 62 non-executive councillors (53%). The full results of the survey are attached as **Appendix 6**.

Some points to note:

- 93% of the councillors stated they had a good understanding of scrutiny
- On the two questions that ask what could be better and suggestions for improvement – better linkages with CAC's to avoid duplication and getting more members involved in the scrutiny process.

The results will be captured in the Scrutiny Annual Report, including trends over the last few years, which will be drafted in the next few months. This will also include results from the staff / partner survey which is currently running.

## 7. Improving Scrutiny

7.1 The various improvement activities can be summarised as follows:

### 7.1.1 Scrutiny Annual Report:

The Scrutiny Annual Report for 2014/15 was agreed in July 2015. The report supports continuous improvement for the scrutiny function. Looking forward the report identified a simplified set of improvement outcomes to provide a focus for the year ahead. The committee agreed some actions in relation to its own work to support these objectives:

1. We need to talk more to cabinet members so that we can plan better and ensure that our work is making a difference

Comment: A regular informal meeting with the Cabinet Member for Transformation & Performance to discuss cabinet business and interface with scrutiny will be taking place.

2. We need to align the work of scrutiny more closely to the five corporate priorities so that we can focus and impact on the things that matter.

Comment: The Committee established new Inquiry Panels on Building Sustainable Communities and Tackling Poverty.

3. We need more briefings and development sessions so that we have the knowledge and skills we need

Comment: The committee identified a need for sessions on Council budget / financial scrutiny; scrutiny questioning skills; and effective scrutiny. The Council has agreed a training & development programme which covers scrutiny and will need to be delivered.

4. We need more coverage in the media so that the public are more aware of our work

Comment: The 'Scrutiny Dispatches' quarterly report is written in a more newsworthy style, and with assistance from the Communications Team press releases have been developed for media coverage.

5. We need more members of the public contributing to scrutiny meetings so that we can reflect their views in our work

Comment: In addition to inviting questions for Cabinet Member Q & A sessions and requests for scrutiny, the committee agenda now includes a public question time.

6. We need closer links with regulators and inspectors so that we can provide a more coordinated and effective challenge

Comment: We need to discuss with Wales Audit Office links between our work plans, mutual awareness and use of audit / scrutiny findings.

#### 7.1.2 Development Sessions:

Scrutiny Councillors received training during the year on:

- Children's Rights (UNCRC)

This awareness raising training session helped to develop understanding of children's rights and the policy context within which they sit in Swansea. The session also covered the role of scrutiny and questioning in relation to championing children's rights and monitoring the council's implementation of a Children's Rights Scheme.

- Scrutiny of Community Services

This training was provided by the Older People's Commissioner for Wales following guidance issued under Section 12 of the Commissioner for Older People (Wales) Act 2006 on how to take forward a rights-based approach to impact assessments and scrutiny around changes to community services.

### 8. **Developing the Work Programme for 2016/17**

- 8.1 A Work Planning Conference will take place on 12 May that will help the committee to consider and identify priorities for scrutiny for the coming year. All scrutiny councillors have been invited to participate in this. As well as new topics the work programme for 2016/17 will include activities that need to be carried over, either because of their importance or because work is incomplete.

- 8.2 Work Outstanding

The following work may need to be carried over from the current work plan:

- Inquiry Panels
  - Child & Adolescent Mental Health Services (*completion due: June*)
  - Building Sustainable Communities (*completion due: June*)
  - Tackling Poverty (*pre-inquiry working group was held in April and terms of reference have been drafted for the Inquiry to begin*)

Already identified as possible future Inquiry topics but not started:

- Sustainability – Food Security
- Transition from Children to Adult Social Care
  
- Follow up of Previous Scrutiny Inquiries
  - Social Care at Home
  - Corporate Culture
  - Education Inclusion
  - School Governance
  - Gypsy & Traveller Site Search Process
  
- Performance Panels
  - Service Improvement & Finance
  - Schools
  - Child & Family Services
  - Adult Social Services
  - Public Services Board (*multi-agency Panel*)
  
- Working Groups
  - Local Flood Risk Management (*the committee has agreed that this Working Group should meet annually to review flood risk plans*)
  - Civic Events (*the Convener requested a follow-up meeting to address a number of issues that the Working Group felt needed further consideration*)
  - Corporate Building Services
  - Roads / Highway Maintenance

8.3 Pre-decision scrutiny – the committee is invited to consider the available information on future cabinet business (attached as **Appendix 7**) and any opportunities for pre-decision scrutiny, taking into account strategic impact, public interest, and financial implications. Any requests will require discussion with relevant Cabinet Member(s) to confirm timescales and window of opportunity for scrutiny involvement. Pre-decision scrutiny enables scrutiny to develop understanding about, raise thoughts, and ask questions on proposed cabinet reports to provide ‘critical friend’ challenge and influence decision-making.

8.3.1 At the last meeting a report on ‘Castle Square - Development and Public Realm Opportunity’ was identified for possible pre-decision scrutiny subject to further information about the proposed report and decision. The following advice has been received from relevant officers:

*Planning Policy supports city centre redevelopment and the joining up of public spaces aiming for a green artery running through the city to the sea. Castle Square is a key open space within the city. The Council has been approached by a developer with a vision for developing a small number of high quality restaurants on part of Castle Square and as part of the development would retain and upgrade a significant area of public realm in keeping with such a high profile, central area. Public access to the square would be maintained at all times, with continuing provision for events to be hosted by the Council and other organisations. There is potential for the developer to take responsibility for ongoing maintenance of Castle Square, thus relieving the Council of this obligation. Council officers and advisors consider such a scheme would benefit the city centre. The proposed quality of this development would differentiate it from the existing offer and complement other redevelopment proposals, including St Davids. In order to consider this opportunity further the site would need to be marketed to explore other development options that include public realm and greening, and ensure “best consideration”. At this stage Cabinet are being asked to authorise the principle of marketing the site. Before doing so it would be necessary to advertise the proposal as part of its legal obligations relating to public consultation where there is any proposal to dispose of open space. Any objections would then need to be considered by Cabinet before moving forward. The outcome of any marketing would require a further report to Cabinet for a decision relating to any options. This report to Cabinet is exempt as there is commercial confidentiality in revealing proposals put forward by the developer.*

**The committee should confirm whether it wishes to undertake pre-decision scrutiny of this matter, in which case a committee meeting will need to take place ahead of the Cabinet meeting the report is scheduled for (16 June).**

- 8.3.2 Commissioning Reviews – it is acknowledged that reports about the various commissioning reviews that are planned are key cabinet decisions and should be subject to scrutiny. Further to the committee’s discussion with the lead officer, Martin Nicholls, a meeting between the convener of the Service Improvement & Finance Scrutiny Performance Panel, Cabinet Member for Transformation & Performance, and lead officer has led to an agreement that all Commission Reviews would undergo pre-decision scrutiny. This will be carried out via the committee or relevant Panels as appropriate. This work will need to be scheduled into respective work plans.
- 8.4 The Committee is invited to share ideas about any other topics that might need to be looked at by scrutiny in future. To ensure awareness and avoidance of duplication with the work of Cabinet Advisory Committees (CAC) it may be beneficial for the committee to receive information about CAC work plans.
- 8.5 The first scheduled meeting of the Scrutiny Programme Committee in the new council year is expected to be 13 June 2016.

## **9. Scrutiny Annual Report**

- 9.1 The key achievements from the scrutiny work carried out over the past year will be featured in the Scrutiny Annual Report which will be published in the next few months.

## **10. Financial Implications**

- 10.1 Any costs that arise out of work plan activities, for example expenses for witnesses or transport costs, are not envisaged to be significant and will be contained within the existing Scrutiny Budget.

## **11. Legal Implications**

- 11.1 There are no specific legal implications raised by this report.

### **Background papers: None**

Legal Officer: Wendy Parkin  
Finance Officer: Paul Cridland

### Appendices:

- Appendix 1: Scrutiny Programme Committee Terms of Reference
- Appendix 2: The Committee's Completed Work Plan 2013/14
- Appendix 3a: Overall Scrutiny Work Programme Timetable 2013/14
- Appendix 3b: Progress of Panels and Working Groups
- Appendix 4: Scrutiny Councillor / Officer Leads
- Appendix 5: Scrutiny Performance Data
- Appendix 6: Annual Councillor Scrutiny Survey Results
- Appendix 7: Forward Look (Cabinet Business)