

No.

DEMOCRATIC SERVICES COMMITTEE

Minutes of a meeting held on 28th July, 2015.

Present: Councillor N.P. Hodges (Chairman); Councillor J.W. Thomas (Vice-Chairman); Councillors A.G. Bennett, R.J. Bertin, J. Drysdale, G. Roberts and E. Williams.

290 APOLOGIES FOR ABSENCE –

These were received from Councillors Ms. B.E. Brooks, R.L. Traherne and M.R. Wilson.

291 MINUTES –

RESOLVED – T H A T the minutes of the meeting held on 15th April, 2015 be approved as a correct record.

292 DECLARATIONS OF INTEREST –

No declarations were received.

293 CORPORATE ASSESSMENT OVERVIEW –

Members received a presentation by Helen Smith, Operational Manager (Audit), which had been given to Members at the Workshop for Scrutiny Committee Chairmen and Vice-Chairmen and Cabinet Members, held on 16th July, 2015.

The presentation was designed to apprise Members of the forthcoming Corporate Assessment of the Council, to be undertaken by the Wales Audit Office. In summary, the purpose of the Corporate Assessment was to provide a position statement of the Council's capacity and capability to deliver continuous improvement by:

- examining the Council's track record of performance and outcomes
- examining the key arrangements that are necessary to underpin improvements in services and functions.

The Corporate Assessment would focus on the extent to which arrangements were contributing to delivering improvement service performance and outcomes for citizens. The following six themes would be covered:

- **Performance and Outcomes:** Is the Council making progress on achieving its planned improvements in performance and outcomes?

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- **Vision and strategic direction:** Does the Council's vision and strategic direction support improvement?
- **Governance and accountability:** Do the Council's governance and accountability arrangements support robust and effective decision-making?
- **Use of resources:** Is the Council managing its resources effectively to deliver its planned improvements in performance and outcomes?
- **Collaboration and Partnerships:** Are the Council's collaboration and partnership arrangements working effectively to deliver improved performance and outcomes?
- **Managing improvement:** Is the Council effectively managing its improvement programme?

Total time taken to complete the Corporate Assessment would be approximately 19 weeks, with early indications suggesting that WAO field work would commence sometime in February 2016. Conclusions would then be shared with the Council, with the final report expected in August 2016. A significant amount of preparatory work would be undertaken by officers (with involvement of Members as appropriate), ahead of the actual WAO work.

Responding to a question from a member of the Committee, Members were informed that the final Corporate Assessment would constitute a public document.

RESOLVED – T H A T the Operational Manager (Audit) be thanked for her interesting and informative presentation.

294 “GOOD SCRUTINY? GOOD QUESTION!”: AUDITOR GENERAL FOR WALES SCRUTINY IMPROVEMENT STUDY –

Members received a presentation from the Principal Democratic and Scrutiny Services Officer, which had been presented to the Workshop for Scrutiny Committee Chairmen and Vice-Chairmen and Cabinet Members on 16th July, 2015. The purpose of the above Workshop had been to:

- assess the Council's current practices in relation to Cabinet, Scrutiny and Audit roles
- gain clarity, in particular with regard to Cabinet and Scrutiny roles and responsibilities
- improve consistency in Cabinet and Scrutiny practices
- build on current links between Cabinet, Scrutiny and Audit functions
- agree in principle the draft Action Plan which officers had prepared in response to the WAO Scrutiny Improvement Study.

During the Workshop, the Principle of the Action Plan had been agreed. There had also been an acknowledgement that it was important for a framework to be put in place around how Scrutiny operated. However, the Head of Democratic Services acknowledged the fact that, given the wide diversity of views expressed by Members at the Workshop, a number of areas required further consideration / discussion before specific protocols / procedures could be drawn up.

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With regard to the WAO report itself, one of the difficulties facing officers had been that, given the report was all-Wales in nature, a judgement had to be made as to which aspects potentially related directly to how Scrutiny in the Vale operated.

The presentation itself evolved into a discussion with Members, during which various matters were raised, including:

- a suggestion that, perhaps, reports containing Cabinet decisions should be accompanied by reference to the anticipated consequences / desired outcomes of such decisions
- linked to the above, the possibility of reports submitted to Scrutiny Committees at appropriate subsequent intervals which would allow effective monitoring of outcomes
- reference to the different approaches and “styles” surrounding the attendance of Cabinet Members at Scrutiny Committees. There was a general acceptance that variances were acceptable as long as some form of rationale / framework was in place setting out how arrangements were to work generally.
- A general discussion ensued as to the approach within the Council to “pre-decision” Scrutiny. Both the Head of Democratic Services and the Principal Democratic and Scrutiny Services Officer were of the firm view that a key element of clarifying the processes and procedures governing pre-Cabinet Scrutiny was the drawing up of a more co-ordinated Work Programme spanning the intended business of both Cabinet and Scrutiny Committees. They considered that this would, in turn, provide greater transparency in terms of what specific business (at least where known) would be forwarded by Cabinet for pre-decision Scrutiny.
- In response to a query regarding potential ways of increasing public engagement in the scrutiny process, the Head of Democratic Services confirmed that a draft Guide to Public Speaking at Scrutiny had been submitted to the Scrutiny Committee Chairmen and Vice-Chairmen Group. In the light of various comments made by the Group, the draft Guide was being re-drafted. He also confirmed that a report regarding the wider issue of public engagement within Scrutiny generally would be submitted to a future meeting.
- Discussion also took place regarding the current system of performance monitoring and reporting. This centred on the principle of introducing exception reports in relation to quarterly performance target monitoring of Service Plans (not strictly related to poor performance, but also acknowledging good performance where the Council excelled) and whether the Council’s current performance reporting framework could accommodate such arrangements. Members considered that this was worthy of pursuing the matter further with the WAO with a view to obtaining an opinion

RESOLVED –

(1) T H A T the Head of Democratic Services and Principal Democratic and Scrutiny Services Officer be thanked for the comprehensive presentation.

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(2) T H A T a report be submitted to a future meeting on potential ways of seeking to improve public engagement in the Council's Scrutiny process.

295 ANNUAL REPORT OF THE HEAD OF DEMOCRATIC SERVICES (HDS) –

Members were aware of the requirement under the Local Government (Wales) Measure 2011 ("the Measure") for the Council to appoint a Democratic Services Committee. The Measure also required the Council to designate one of its officers to the statutory post of "Head of Democratic Services" and provide that officer with sufficient resources to discharge these statutory functions.

The purpose of the report was to provide the Committee with an outline of the staff resources existing within Democratic Services and a summary of the wide range of duties undertaken, ongoing developments and plans for the future.

The Democratic Services division as a whole comprised three distinct sections:

- Scrutiny and Committee Services
- Freedom of Information / Records Management / Land Charges
- Registration Service.

As previously, this report, by its very nature and its linkage with the requirements of the Measure, covered the work undertaken by the Scrutiny and Committee Services section.

The functions of the Head of Democratic Services were set out in the Measure and related particularly (but not exclusively) to the provision of advice and support to non-executive Members. The Committee, at its first meeting in July 2012 agreed the designation of the Operational Manager (Democratic Services) as the Council's Head of Democratic Services. The Welsh Government Guidance associated with the Measure specifically provided for the Head of Democratic Services to perform other roles apart from the new statutory functions. This recognised the fact that the creation of a new post would have been an unacceptable burden on the budget of most, if not all, Councils at a time of economic pressures.

Staff Structure

For the reasons set out below, and taking into account the extremely difficult economic pressures facing the Council generally and the need for the Division to continue to identify / deliver further savings, the current structure was considered to be appropriate.

In addition to the Head of Democratic Services, the section comprised a Principal Democratic and Scrutiny Services Officer, two Democratic and Scrutiny Services Officers, one Scrutiny Support Officer, one Assistant Democratic Services Officer, two WP/Administrative Support officers and 2 Administrative Assistants.

The above team dealt with a wide range of activities, which included, but were not limited to: Maintaining and developing the Council's decision-making processes to

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include the preparation of agendas, reports and minutes, facilitating accountability and transparency; Managing and providing Scrutiny and Committee Services support to the Council and its various committees; a range of support to Elected Members, including advice on the Council's Constitution and Members' Code of Conduct, Member Development and Members' Services, ; Maintaining the Register of Members' interests; Overseeing appeals relating to school admissions and school permanent exclusions, Developing and updating the content of MemberNet; Managing the Council's committee room bookings; Corporate responsibility for all Council inbound and outward bound mail (Royal Mail & Whistl (formerly TNT) contract) and the provision of administrative support for processing activities relating to TransAct, Council Tax, Housing Benefits and C1V.

The current structure had been in place since around the end of 2013 and resulted from a review of the (limited) resources available within the section and, indeed, the Council as a whole. That review took into account the departure in May 2013 of a former long-serving member of the team. At the time, funding was also still in place for a separate, administrative, post (a post which had been held vacant for some time). Following discussion with the former Director of Resources, it was agreed that the funding attached to both of those posts could be utilised to create two new posts. Whilst these were on a lower grade than the previous postholder, it was felt that the revised structure would provide the section with increased flexibility to deal with the demands placed upon the team. Indeed, the two new members of staff have continued their "learning curve", but have already become valued members of the section.

In addition to the above, the team had, as recently as February 2015, made one member of staff redundant (reducing the number of Administrative Assistants from 3 to 2) as part of the Division's requirement to meet the Directorate's savings target.

The following was a summary of ongoing work / initiatives in which the section was actively engaged. The Democratic Services Committee would continue to be kept fully informed on progress of these, and other, initiatives.

Reshaping Services Agenda

An officer from the Section was currently involved in project managing the Town and Community Council project of the Reshaping Services Programme.

Task and Finish Review Work

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Two reviews were completed in the year - Traffic Management and Assistive Technology and Dementia Care - and reports submitted to the relevant Scrutiny Committees and Cabinet. Action Plans had been developed in respect of both, which would continue to be monitored by the relevant Committees.

School Performance Panels

In addition to the existing support for the Council's Scrutiny function, the Committee was asked to note, and acknowledge, the ongoing work in terms of School Performance Panels. Staff within the Section had devoted considerable time to arranging / facilitating, undertaking research and supporting Panel Members in those exercises.

The broad purpose of the Panels was to enable the school identified to demonstrate through the democratic process its ambition, capacity and commitment to rapid and sustained progress and to identify any barriers being faced which could be resolved by the actions of the Council.

The Panels' objectives were to establish that up-to-date and authoritative plans were in place to address any concerns identified, that the school had arrangements in place to monitor the impact of the plans and to amend them as appropriate and to establish what progress had been made and what further progress was required. The four secondary schools for which Performance Panels had been initiated were:

- St. Cyres Comprehensive School
- Llantwit Major Comprehensive School
- Barry Comprehensive School
- Bryn Hafren Comprehensive School

Each school had been visited and Cabinet and the Scrutiny Committee (Lifelong Learning) had been provided with an update report on progress within each of the four secondary schools.

Following improved examination results in August 2014, St. Cyres and Llantwit Major were removed from the list of those schools requiring close monitoring. However, progress within Barry and Bryn Hafren was deemed inadequate and both these schools had both been revisited. Consequently, results for August 2015 would be eagerly anticipated and further follow up visits would be arranged for the autumn term.

The process had also been expanded to embrace relevant primary schools. A Performance Panel was established to assess progress at Eagleswell Primary School in Llantwit Major. The Panel visited the school on two occasions, in July 2014 and February 2015. At the second visit, the Panel was encouraged by the school's plans and following an inspection by ESYTN the school was removed from its own list of schools requiring significant improvement.

Webcasting

The Committee had been kept informed as part of the standing item on agendas - Local Government (Wales) Measure 2011: Update / Action Plan - of progress on a wide range of issues emanating from the Measure. As far as webcasting was concerned, Members the Planning Committee had been used for testing purposes,

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with live webcasting commencing in December 2014. The arrangements had generally worked well and seemed to have been generally well-received.

Should the Council decide to consider / progress the webcasting of other meetings, then, as previously resolved by Cabinet, any decision to do so would be made following an assessment of the pilot exercise and of the resources required in terms of any expansion of webcasting.

Public Speaking at Planning Committee and Scrutiny Committee

Members were aware from previous reports to the Committee of the move towards, and eventual introduction of, public speaking at meetings of the Council's Planning Committee. The arrangements were still relatively new, having only been in place since February 2015, but, again, were working well and provided an opportunity for increased public engagement in the planning application process.

As far as Scrutiny Committees were concerned, whilst the ability for the public to contribute (in a number of ways) already existed, it was considered that existing arrangements should be "formalised" through the introduction of an appropriate protocol, as has happened for the Planning Committee. In terms of the Scrutiny Committees, this reflected the requirements and spirit of the Local Government (Wales) Measure 2011 regarding increasing public engagement and participation in the democratic process.

Wales Audit Office : Scrutiny Improvement Study

As previously reported, officers had drawn up a draft Action Plan in response to the above study and that it was considered / endorsed for further progression by the Committee at the meeting in April 2015.

Member Development

Personal Development Interviews were undertaken by the Head of Democratic Services, with some Senior Responsibility Allowance postholders, but a number of Members did not take up the facility. However, it was important (in the context of the provisions of the Local Government (Wales) Measure 2011) that all Senior Responsibility Allowance postholders did, in fact, undertake a Personal Development Interview.

In addition to the above (and to assist in facilitating the preparation / delivery of an appropriate Member Development programme), the Resources Directorate Service Plan 2015/16 contained the following action - "Undertake a Training Needs Analysis to inform the production of a Member Development Programme". It was also noted that an ongoing programme of Member Development sessions did, in fact, take place.

With regard to Member Personal Development Interviews, the Head of Democratic Services stressed the importance of a complete exercise (i.e. in terms of Senior Responsibility Allowance postholders) being undertaken. Given the time which had

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lapsed since the interviews alluded to above had taken place, he would look to undertake fresh interviews with all such postholders

Members' Services

The Democratic Services Division assumed responsibility for Members' Services in the Autumn of 2014.

RESOLVED – T H A T the Head of Democratic Services' Annual Report be noted.

296 LOCAL GOVERNMENT (WALES) MEASURE 2011: UPDATE / ACTION PLAN (HDS) –

In order to maintain the Committee's awareness / monitoring of progress in respect of the Measure's provisions, the following update / action plan was submitted (the emboldened text indicating updates since the last meeting:

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	Requirement(s)	WG Guidance Issued	Actions Completed	Actions Outstanding
<p><u>Part 1 – Strengthening Local Democracy</u></p> <p><u>Chapter 1 -Promoting and Supporting Membership of LAs</u></p>	<p>1. Duty to Conduct Survey of Elected / Unsuccessful Candidates.</p> <p>2. Provision of Information to WG.</p> <p>3. Publication of Information (WG must, LA may).</p>	Yes	Local Government Data Unit (LGDU) commissioned to undertake survey.	Completed. Report submitted to Democratic Services Committee on 9 th October 2013.
Remote Attendance	Remote Attendance at Meetings.	No		<p>Draft guidance issued to Members on 14th June 2013. Limited number of comments received. Also included on agenda for Democratic Services Committee on 24th July 2013. Funding from Welsh Government offered to all Welsh Local Authorities to progress webcasting, remote attendance and Town and Community Council websites. The Council accepted the funding.</p> <p>23 Town and Community Councils had formally accepted the offer of</p>

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				<p>funding.</p> <p>The Head of Democratic Services was previously asked by Welsh Government to provide details of progress. At the time of responding, of the 26 Town and Community Councils in the vale, 21 had websites and 4 had indicated work was ongoing. 1 Council without a website was reminded of the legislative requirements to do so, due to take effect in 2015.</p>
Annual Reports	Arrangements for Members' Annual Reports.	Yes (Oct. 2012)	Template to be agreed by Democratic Services Committee.	<p>Template / advice issued to all Members.</p> <p>All Annual Reports for 2014/15 will be published on the Council's website.</p>
Timings	Survey Members re Timing of Meetings.	Yes		Current arrangements reflect Members' wishes.
Member Development	Provision for Reasonable Training and Development of Members (including annual review and Personal Development Interview.	Yes	Comprehensive Candidates' Pack issued to all standing in May 2012 election. The Pack included "pointers" to development sessions for members.	

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			<p>Comprehensive Member Induction Programme commenced in May 2012.</p>	<p>Facilitation of Personal Development Interviews for Members (this would inform future Training Needs Analysis for all Members). The Training Needs Analysis, which would arise from the interviews is fundamental to the delivery of an appropriate Member Development Programme.</p> <p>Interviews with some Senior Responsibility Allowance holders have taken place, but a number of Members did not take up the facility. However, in order to facilitate the preparation / delivery of an appropriate programme, the Resources Directorate Service Plan 2015/16 contains the following action - "Undertake a Training Needs Analysis to inform the production of a Member Development Programme". It should be noted that an ongoing programme of Member Development sessions does, in fact, take place.</p>
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<p><u>Chapter 2 – LA Democratic Services</u></p> <p>Head of Democratic Services</p>	<p>1. Designation of Head of Democratic Services (HDS) and provision of resources to such (N.B. politically restricted post).</p> <p>2. Adoption of Standing Orders re management of HDS' staff.</p>	<p>Yes</p>	<p>1. HDS designated at first meeting of Democratic Services Committee on 24/07/12.</p>	<p>Report submitted to Council on 25th June 2014 regarding the incorporation in Standing Orders of new legislative provision regarding the post of Head of Democratic Services.</p>
<p>Democratic Services Committee</p>	<p>1. Appointment of Democratic Services Committee (DSC), which must meet at least once a year.</p> <p>2. Establish arrangements re reports of HDS and DSC</p>	<p>Yes</p>	<p>1. DSC appointed at Annual Meeting on 23/05/12. First meeting held on 24/07/12, at which HDS was designated.</p> <p>DSC at first meeting agreed future meetings be held quarterly</p>	<p>Terms of Reference of the Committee expanded to include responsibility for Member Development.</p>
<p><u>Part 2 – Family Absence</u></p>	<p>Arrangements for members re Maternity / Newborn / Adopter's / New Adoption / Parental Absence.</p>	<p>No</p>		<p>Council on 5th March 2014 agreed the insertion of relevant provisions in the Council's Constitution.</p>

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<u>Part 3 – Available Governance Arrangements</u>	Relates to Mayor and Council Manger Executive arrangements and to situation when LA wishes to replace alternative arrangements with executive arrangements.		N/A	N/A
<u>Part 4 – Changes to Executive Arrangements</u>	Relates to procedures to be followed by LA in adopting different form of executive arrangements (includes submission of proposals to WG, possible referendum and publicity).		N/A	N/A
<u>Chapter 1 – Adopting a Different Form of Executive</u>				
<u>Chapter 2 – Other Variations of Existing Executive Arrangements</u>	Relates to procedures to be followed if varying existing form of executive.		N/A	N/A
<u>Chapter 3 - Supplementary</u>	N/A		N/A	N/A
<u>Part 5 – Local Authority Functions : Discharge by Committees and Councillors</u>	1. Amends existing legislation re Area Committees. 2. Introduces ability for	N/A Yes	N/A N/A	Only relevant if / when Area Committees are introduced. Only relevant if leader wished to

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	Leader to delegate functions to non-executive Members within their electoral division or their official membership of a body other than the local authority.			introduce such delegations.
<u>Part 6 – Overview and Scrutiny</u> Chapter 1 – Overview and Scrutiny Committees	1. Relates to provisions for joint scrutiny committees between two, or more, LAs.	Yes (Oct. 2012)	If establishing a joint scrutiny committee, must have regard to any guidance issued.	Democratic Services staff remain involved in progressing discussions with other constituent Authorities regarding scrutiny arrangements in respect of the Regulatory Services Collaboration project and the Central South Consortium Joint Education Service.
“Designated Persons”	2. Provisions re scrutiny of “Designated Persons”.	Yes		Report included on agenda for Democratic Services Committee on 9 th October 2013. Views of Committee submitted to the Welsh Government.
Taking Into Account the Views of the Public	3. LAs must introduce arrangements to allow those living, or working, in the area to bring to the relevant committee’s attention their views on any matter before the committee and for the	Yes		Draw up procedures for consideration, incorporation in Constitution and relevant Scrutiny documentation and publication / publicising such. Draft protocol considered by Scrutiny Committee Chairmen

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	committee to take account.			and Vice-Chairmen Group on 21st July 2015 and also included on agenda for Democratic Services Committee on 28th July 2015.
Members' Rights re agenda items	4. Amends existing legislation re Members' rights re requesting consideration of matters by Scrutiny Committees.	Yes		Draw up procedures for consideration and incorporation in Constitution, Scrutiny Handbook, Guides other any other relevant Scrutiny documentation.
Scrutiny Committee Chairmen	4. Procedure, including incorporation in Standing Orders, for appointment of Scrutiny Committee Chairmen (which must meet requirements of Measure in terms of political groups' entitlements).	Yes	Procedure followed when allocating appointing Scrutiny Committee Chairmen at the Annual Meeting on 23/05/12. Procedure incorporated in Constitution.	Incorporate in next revision of Scrutiny Handbook and any other relevant documentation.
Co-option	5. Co-option.	Yes	Council has to have regard to Guidance in terms of any co-option.	
Forward Plans	6. Forward Plans and other information.	No	Measure simply provides for the Minister making Regulations re publication of information re. Scrutiny Committees.	

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Whipping	7. Prohibition of whipped votes and party whipping.			Amend Constitution to reflect.
Committee Structure	8. Overview and Scrutiny Committee structure		Measure simply provides for the Minister issuing guidance / directions.	
Chapter 2 – Audit Committees	<p>1. Requirement to appoint an Audit Committee.</p> <p>2. Requirements re. membership, including appointment of at least one Lay Member.</p> <p>3. Must meet at least once a year.</p> <p>4. Chairman to be appointed by the committee. Cannot be a member of any Group represented on the Executive.</p>	Yes	<p>Appointed at Annual Meeting on 23/05/12.</p> <p>Incorporated when appointed. Lay Member interviews held and appointment made.</p> <p>First meeting held on 17th September 2012. Appointed at first meeting.</p>	<p>Training for Committee members provided prior to first meeting.</p> <p>Existing Lay Member initial appointment expired in September 2013. Interviews for Lay Member held on 1st October 2013 and previous member appointed for a further term, the appointment to last until the Council elections in 2017.</p>

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<p><u>Part 7 – Communities and Community Councils</u></p>				
<p>Chapter 1 – Community Meetings and Community Polls</p>	<p>This section amends the Local Government Act 1972 in relation to community meetings and polls.</p>	<p>No</p>	<p>N/A</p>	<p>Welsh Government draft guidance issued and included on agenda for Democratic Services Committee on 24th June 2013.</p>
<p>Chapter 2 – Organisation of Communities and Their Councils</p>	<p>This section amends the Local Government Act 1972 in relation to the establishment / dissolution / combining of Community Councils.</p>	<p>No</p>	<p>N/A</p>	
<p>Chapter 3 – Co-option</p>	<p>Relates to the filling of vacancies by co-option.</p>	<p>No</p>	<p>N/A</p>	
<p>Chapter 4 – Community Youth Representatives</p>	<p>Relates to the ability of Community Councils to be able to appoint up to two Community Youth Representatives.</p>	<p>No</p>	<p>N/A</p>	
<p>Chapter 5 – Reviews of Community Areas and Electoral Arrangements</p>	<p>Relates to duty on LA to keep community areas under review and to role of Boundary Commission.</p>	<p>No</p>	<p>N/A</p>	

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<p>Chapter 6 – Community Councils’ Power to Promote Well-being</p> <p>Chapter 7 – Grants to Community Councils</p> <p>Chapter 8 – Model Charter Agreements Between LAS and Community Councils</p> <p>Chapter 9 – Quality Accreditation schemes in Community Government</p>	<p>Covers Ministerial power to pay grants.</p> <p>Grants Ministerial power to make Order covering such.</p>	<p>No</p> <p>No</p>	<p>N/A</p> <p>Council already has a Charter in place.</p>	<p>Welsh Government draft guidance issued and included on agenda for Democratic Services Committee on 24th June 2013.</p>
<p><u>Part 8 - Members : Payments and Pensions</u></p>	<p>1. Relates to role / responsibilities of Independent Remuneration Panel for Wales (IRPW).</p>	<p>No</p>	<p>1. Council’s scheme of Members’ Allowances reflects Annual Reports of IRPW.</p>	<p>1. Council will be consulted on future IRPW Annual Reports. There is a requirement on the Council to publish specified information.</p> <p>Report to Cabinet / Council if / as appropriate.</p>

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<u>Part 9 - Collaboration and Amalgamation</u>	Relates to Ministerial powers, together with related procedures, in respect of amalgamating two, or three, local government areas.	No	N/A	N/A
<u>Part 10 - General</u>				

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The Head of Democratic Services indicated that, given the passing of time and the various actions taken since the measure was introduced, he considered it was no longer necessary to report to each meeting.

RESOLVED – T H A T the Update / Action Plan be noted, together with the fact that such reports no longer need to be submitted to each meeting.