

Agenda – Children, Young People and Education Committee

Meeting Venue:	For further information contact:
Committee Room 1 – Senedd	Marc Wyn Jones
Meeting date: Wednesday, 13 July 2016	Committee Clerk 0300 200 6565
Meeting time: 09.15	SeneddCYPE@assembly.wales

Private informal pre-meeting – 09.15 – 09.30

1 Introductions, Apologies and Substitutions

(09.30)

2 Cabinet Secretary for Education – Discussion on portfolio priorities

(09.30 – 10.30)

(Pages 1 – 21)

Kirsty Williams AM – Cabinet Secretary for Education

Owen Evans – Deputy Permanent Secretary, Education and Public Services

Steve Vincent – Deputy Director, School Management and Effectiveness

Huw Morris – Group Director, SHELL

Attached Documents:

Research Brief

CYPE(5)-02-16 – Paper 1

Break – 10.30 – 10.40

3 Cabinet Secretary for Communities and Children – Discussion on portfolio priorities

(10.40 – 11.40)

(Pages 22 – 25)

Carl Sargeant AM – Cabinet Secretary for Communities and Children

Albert Heaney – Director, Social Services and Integration



Jo-Anne Daniels – Director Communities and Tackling Poverty

Attached Documents:

CYPE(5)-02-16 – Paper 2

Paper to note

4 Correspondence from the Presiding Officer to the Chair of Children, Young People and Education Committee – Your appointment as a Committee Chair

(Pages 26 – 31)

Attached Documents:

CYPE(5)-02-16 – Paper 3 – to note

5 Motion under Standing Order 17.42(ix) to resolve to exclude the public from the meeting for the remainder of the meeting

(11.40)

6 Committee Responsibilities and Fifth Assembly Issues

(11.40 – 12.00)

(Pages 32 – 39)

Attached Documents:

CYPE(5)-02-16 – Paper 4 – private

Document is Restricted

WRITTEN EVIDENCE PAPER TO THE CHILDREN, YOUNG PEOPLE AND EDUCATION COMMITTEE

Introduction

1. The purpose of this paper is to outline my priorities for the Education portfolio. I have agreed with the First Minister the following nine priorities:
 1. Infant class sizes are reduced.
 2. Ensuring every child gets the best start in life through an expanded Pupil Premium.
 3. Prioritising schools access to super-fast broadband within the national programme.
 4. Incentivising, recognising and promoting teaching excellence so that we raise standards across the board.
 5. Promoting and enhancing both academic and vocational routes into and through further and higher education, and the national, international and civic roles of our educational institutions. This includes both full and part-time opportunities that will benefit learners of all ages, employers and communities.
 6. The impact of current policy on surplus school places is reviewed, with emphasis on rural schools, to better take account of future growth trends.
 7. Consulting further on the specific recommendations of the Hazelkorn review.
 8. Exploring a potential expansion of the remit of the Coleg Cymraeg Cenedlaethol to include further education.
 9. Prioritising support for enhanced links between education and industry, enabling innovation and entrepreneurship across our public and private sectors in collaboration with our universities and colleges.
2. I have emphasised that a number of these priorities have significant budget implications and this will need to be reflected as the government's forward budget plans take shape.
3. As a Government we will continue to be judged on outcomes, these outcomes must be maintained and improved over this current Assembly term. Last summer saw Wales' best ever performance in a number of key subjects and the highest ever percentage of our learners attaining 5 good GCSEs, including Mathematics and English or Welsh first language. Fundamental to the raising of standards has been a focus on literacy and numeracy and I want to maintain and build on this momentum of improvement through continuing to work with the sector in a collaborative way and to focus on the quality of teaching, reflecting the sustainable development principles within the Well-being of Future Generations Act.
4. Taking each of the priorities in turn, I will provide the Committee with an update on each.

Infant class sizes are reduced

5. Class sizes remain a major concern for parents and teachers. I have asked my officials to scope out options to reduce class sizes, starting with the largest classes first.

We are exploring how best to ensure consistency across Wales. In addition, reducing workload and enabling teachers to spend more time supporting pupils is another significant approach to improve standards.

Ensuring every child gets the best start in life through an expanded Pupil Deprivation Grant

6. In 2014, *'Rewriting the future: raising ambition and attainment in Welsh schools'* set out the Welsh Government's commitment to ensure high expectations and achievements for learners from deprived backgrounds and identified approaches for schools to adopt to mitigate the impact of deprivation. In January 2016, *'Raising the ambitions and educational attainment of children who are looked after'* was published. Both strategies are supported by the Pupil Deprivation Grant (PDG), introduced in 2012 as part of a budget deal between the Welsh Liberal Democrats and the Welsh Government, to provide equitable access to education for disadvantaged learners and help eradicate inequalities in outcomes.
7. In recent years, the PDG has become more inclusive and in addition to supporting looked after learners and those eligible for free school meals (e-FSM) it now supports children adopted from care, eligible learners in pupil referral units (PRUs) and children aged 3 and 4 in pre-school settings through the Early Years Pupil Deprivation Grant (EYPDG). The EYPDG was introduced in 2015-16 and provides for 3-4 year olds in the Foundation Phase. Schools, maintained and non-maintained settings receive £300 for each eligible learner.
8. Over the last five years (including 16/17) a total of over £300 million has been invested to support disadvantaged learners. The main element of the PDG and EYPDG supports eFSM learners and young learners from deprived backgrounds and is 100% delegated to schools and settings.
9. There is increasing evidence that the focus we are placing on disadvantaged learners is having an impact, not just in literacy, numeracy and academic achievement but also in behaviour, confidence and self-esteem - which has a direct impact on school attendance and outcomes.
10. Breaking the cycle of deprivation and poverty is a long term commitment. I intend to ensure a continued focus in supporting disadvantaged learners. I am currently considering a reinvigorated approach to PDG, alongside a refreshed *'Rewriting the future'*, to ensure that we have the greatest impact and deliver sustainable, long term improvements.

Prioritising schools access to super-fast broadband within the national programme

11. In January 2013, the First Minister announced that all eligible primary schools in Wales would be provisioned with at least 10Mbps connectivity and eligible secondary schools with 100Mbps as part of the £40 million Learning in Digital Wales (LiDW) Grant Programme.
12. Although super-fast services delivered utilising Fibre to the Cabinet (FttC) were considered, FttC is limited to a maximum speed of 80Mbps down and 20Mbps upstream. This can be affected by environmental factors such as line quality and length, meaning that speeds are typically lower. Consequently, the decision was made to prioritise delivery of services using direct fibre connections over the Welsh Government's Public Sector Broadband Aggregation (PSBA) network. Direct fibre services provide a simpler path to enable future speed increases and could easily provide speeds of up to 1000Mbps (1Gbps) in both directions. These speeds were already being delivered to some secondary schools in Wales.
13. Officials are currently undertaking a full review of these remaining schools to determine where superfast broadband connections may now be available and to work with local authorities to ensure that the schools are provisioned with these improved services as soon as possible.

Incentivising, recognising and promoting teaching excellence so that we raise standards across the board

14. The focus has been to build a comprehensive workforce development strategy based on evidence about the most effective forms of professional development delivered through Pioneer schools (under the "New Deal" banner) and radical initial teacher education reforms (under the *Furlong Report, Teaching Tomorrow's Teachers*). The main elements of the work are to:
 - Attract and retain talented individuals into teaching and headship in Wales.
 - Ensure initial teacher education in Wales provides the best start for aspiring teachers in their career.
 - Establish standards, qualifications, performance management and opportunities for career long professional development for the serving education workforce.
 - Develop leadership and headship capacity.
 - Facilitate the development and delivery of effective peer to peer professional learning on pedagogy and leadership through a network of leading schools.
 - Maintain standards by establishing registration of practitioners with the Education Workforce Council. Build and harness education research capacity across Wales to support practitioner development and school improvement.

15. I recognise the shortcomings in initial teacher training and continuing professional development and their implications for school standards generally as well as the programme of curriculum reform, on which we have embarked to realise the benefits set out in Professor Graham Donaldson's report, *Successful Futures*. Therefore, I will review the work that has been undertaken to ensure that the good practice that undoubtedly exists within the system in Wales, is shared and adopted by all schools so all of our children, regardless of where they live, have access to the very best education. I also want to raise the status of the teaching profession; the profession needs to feel valued.

Promoting and enhancing both academic and vocational routes into and through further and higher education, and the national, international and civic roles of our educational institutions. This includes both full and part-time opportunities that will benefit learners of all ages, employers and communities.

16. The success of the Welsh economy will be measured by the opportunities it creates for everyone. Education and skills development is needed to equip our workers with the skills they need to help Wales prepare for the future demand of a growing economy. Widening access and tailoring courses to the needs of the Welsh economy will be crucial to us in delivering this priority.

The impact of current policy on surplus school places is reviewed, with emphasis on rural schools, to better take account of future growth trends.

17. The current policy on surplus places is set out in the Statutory School Organisation Code. The Code states that where there are more than 10% surplus places in an area, local authorities should review their provision and should make proposals for school reorganisation if this will improve the effectiveness and efficiency of provision. This is especially important where individual schools have 'significant' levels of surplus places. A significant level of surplus provision is defined as 25% or more of a school's capacity and at least 30 unfilled places.

18. In general, rural areas in Wales are not seeing a trend of increased pupil numbers. Carmarthenshire, Ceredigion and Gwynedd all expect pupil numbers to decline further to 2020. Powys and Anglesey expect modest rises. All these fluctuations have been anticipated and it is expected that schools provision will be planned accordingly.

19. Both England and Scotland have primary legislation setting out a presumption against closure of rural schools. They also have a clear definition of rural schools. There is no definition of a rural school in Wales, which is something I will be looking to amend

20. Small and rural schools face a number of financial and other challenges, including difficulties in recruiting and retaining head teachers, declining

pupil rolls leading to concerns about viability. There can be a lack of capacity for a head to lead; little opportunity for exchange of ideas and mutual support to develop teaching practice in a very small group of teachers; excessive workloads on teachers when they are few in numbers, budgets; challenges around delivering a broad curriculum. One potential option would be looking at federations.

21. Schools currently have the power to federate by choice and local authorities have the power to federate schools. The School Organisation Code provides that where closure is considered promoters must consider federation as an alternative option. A federation allows up to six schools to come together under one governing body. Schools in a federation remain individual schools and continue to receive their own budget but are able to pool these budgets for the benefit of all schools in the federation. They are better able to share a head teacher and staff between sites to maximise expertise within the curriculum, support each other through professional learning and sharing of practice, and shared workload. This would ultimately result in teachers having more time to teach and to teach to their strengths and provide greater development opportunities. Federation can allow rural schools to remain viable and remain open in their own communities.

Consulting further on the specific recommendations of the Hazelkorn review.

22. I have long felt that there is a need for a new strategic vision for education, employment and skills at the heart of Welsh Government's priorities. Professor Hazelkorn's recommendations provide a real opportunity to re-shape oversight of post-compulsory education. With the uncertain future we are facing, there is even more need for our educational institutions to pull their weight in building a strong Welsh economy. This is a challenge we have been wrestling with for years and it will not be an easy nut to crack. I will issue a Welsh Government response once I have had an opportunity to fully consider the findings and recommendations contained in the report.

Exploring a potential expansion of the remit of the Coleg Cymraeg Cenedlaethol to include further education.

23. I am committed to exploring a potential expansion of the remit of the Coleg Cymraeg Cenedlaethol to include further education. I have asked my officials to present me with options on the benefits of expanding and to consider how any additional responsibilities would work on a practical level.

Prioritising support for enhanced links between education and industry, enabling innovation and entrepreneurship across our public and private sectors in collaboration with our universities and colleges.

24. The new curriculum and assessment arrangements will provide opportunities to integrate experiential learning and increase employer engagement with schools. I will use the Pioneer Schools Network to articulate an enrichment programme through the Enrichment and Experiences Working Group and approaches to learning through the work being done by the Assessment and Progression Working Group. These will inform the development of the areas of learning and experience.
25. The enhanced employer engagement project, 'Business Class' provides a model for sustainable school-business partnerships and includes enterprise and employability support. Welsh Government will support Business Class in 2016/17 to embed and extend the number of partnerships across Wales.
26. I am committed to the Regional Entrepreneurship Acceleration Program (REAP) that will draw on the partnerships and experience of five stakeholder groups including academia, corporate business and entrepreneurs to develop an innovation driven entrepreneurship strategy in Wales. This will build on the good practice under the Youth Entrepreneurship Strategy 2010-15 that has encouraged higher aspiration for entrepreneurship. The Business Wales service will encourage strong links between the network of business role models and our schools, colleges and universities to provide opportunities for young people to develop business ideas and understanding of entrepreneurship.
27. I will also explore how we implement the innovation strategy, Innovation Wales, to encourage entrepreneurship, innovation and creativity by investing in technology transfer from our universities and colleges to create new 'Made in Wales' businesses with the capacity to create jobs for now and future generations. I will work with my Cabinet colleagues to create the right environment to maximise the commercialisation opportunities that arise from academic knowledge.
28. Notwithstanding the outcome of the EU Referendum, I have already emphasised that a number of these priorities have significant budget implications and this will need to be reflected as the government's forward budget plans take shape. Some of the existing activities in these areas are supported by EU structural funds, both ERDF and ESF, for us to maintain and build on existing achievements and improve our collaborations between academia and industry. We will have to take into account the future position and potential loss of structural funds as we go forward.

WRITTEN EVIDENCE PAPER TO THE CHILDREN, YOUNG PEOPLE AND EDUCATION COMMITTEE

Introduction

1. The purpose of this paper is to set out my priorities for the Communities and Children's portfolio. My priorities are to promote children's wellbeing: their physical, intellectual, emotional, social and behavioural development and welfare and to foster economic renewal and regeneration. The work of my department will be underpinned by a commitment to prevention and early intervention in line with the principles of the Well-being of Future Generations Act and the importance of taking a long term view.
2. My goal is to ensure all children have the best possible start in life and the opportunity to thrive and succeed. To help achieve this, I will be looking to deliver on the objectives of the Welsh Government's Child Poverty Strategy. I will also focus on addressing Adverse Childhood Experiences and the impact they can have in adult life.
3. The Labour Party manifesto set out a number of priority actions, that fall to my portfolio and which are relevant to the work of the Committee, which I will be taking forward:
 - A better deal on childcare
 - Flying Start
 - Families First (specifically the Team Around the Family model)
 - Looked After Children
 - Mitigate the effects of welfare reform
 - Bring forward legislation to remove the defence of reasonable punishment
 - Children's rights and participation
4. These priorities have clear synergies, and will be taken forward in line with wider portfolio activities which include our commitment to housing supply and regeneration, justice, the armed forces community and community safety. This includes developing a National Strategy to tackle gender-based violence, domestic abuse and sexual violence.

A better deal on childcare

5. I have been clear that we need to deliver a better childcare offer to help working parents, and support business and the economy. Parents have told us that the cost of childcare is one of the biggest challenges they face. We are committed to supporting and helping parents with both cost and flexibility. I am therefore, working on plans for the delivery of 30 hours a week, 48 weeks a year. We intend to engage with parents and stakeholders in developing the offer.

6. It is important that any new arrangements should deliver maximum benefits. Therefore we will be assessing how the new childcare offer fits with existing programmes, such as Flying Start and the Foundation Phase, to ensure smooth transitions between schemes.
7. It is also important that we have sufficient capacity in the system so we will also be looking at workforce development and business support for childcare providers.

Flying Start

8. I am strongly committed to the continuation of Flying Start. It has been a successful programme geographically targeted at children in deprived areas across Wales. It is an intensive programme working closely with children and families to give them the best start in life. Flying Start provides high quality early intervention services to over 36,000 children, improving their social, cultural and economic futures. We know from evaluations that this programme works, which is why I am committed to its continuation and development.

Families First

9. The approach taken by Families First and, in particular, the Team Around the Family can have a transformative effect on the lives of families. Evidence has shown it is building stronger, more resilient families and can increase the chances of long term positive outcomes for the next generation and beyond. Families First has resulted in a significant change in the way every local authority delivers family support. Multi-agency working is now recognised as essential, and the programme has improved the way agencies work together to support our most vulnerable families. Our family-focussed approach to assessing and tailoring family support is making a real difference to family outcomes and life chances are being improved as families become more confident, resilient and independent.

Looked After Children

10. My vision is that all children in care should have the same life chances as other children. We know that outcomes for looked after children do not compare favourably with other children and they are less likely to achieve good educational qualifications and have greater health and housing needs. These young people are more likely to become involved in substance misuse and come into contact with the criminal justice system.
11. Over the last two years the number of looked after children in Wales has reduced. Data from 2014/15 showed a 2.2 per cent decrease in the number of looked after children in 2014/15 compared to the previous year. I want to see this downward trend continue. This is a key priority for me and I am reconvening the Improving Outcomes for Children Strategic Group to continue its work and advise on how best we deliver a national approach for looked after children.

12. Taking forward early intervention and preventative actions will be a priority for the Group so that we can bring down the numbers of children taken into care, while at the same time, contributing to reducing the incidences of adverse childhood experiences.

13. The Group's work programme will be based around three key themes:

- Preventing children entering care and early intervention
- Improving outcomes for children already in care
- Supporting care leavers to successful futures and independent living

Mitigate the effects of welfare reform

14. The programme of welfare reform being implemented by the UK Government will have an adverse impact on families across Wales. Research by the Institute for Fiscal Studies (IFS) shows the tax and benefit reforms to be implemented over the next few years will reduce household incomes in Wales by around £600 million a year. Households are estimated to lose 1.6 per cent of their net income on average or around £460 a year. This loss will add to the significant amount of income already lost as a result of earlier welfare cuts. The IFS research also shows lower-income households, particularly those with children, will be disproportionately hit. For example, poor working-age households with children lose around 12 per cent of net income on average. Large families lose a huge amount (£7,750 a year or 20 per cent of net income on average) in the long run from the restriction of the child element in tax credits and Universal Credit to two children. We must recognise that this is a non-devolved matter. However I am committed to seeking innovative solutions within our control that will help mitigate the adverse impacts for these families.

15. The Households Below Average Income (HBAI) statistics were published on Tuesday 28 June. The HBAI data provides the latest poverty data for Wales and for the whole of the UK, for the three year period 2012/13 to 2014/15 and told us that 23 per cent of people in Wales live in households in relative income poverty. This has not changed since last year. It also told us that 29 per cent of children live in households in relative income poverty which is down from 31 per cent last year. Although I welcome this decrease as it suggests we are moving in the right direction, it is still an unacceptable number of children living in adverse circumstances.

16. We also know the IFS project that relative child poverty (before housing costs) in the UK will rise from 17.1 per cent (or 2.3 million children) in 2013/14 to 25.7 per cent (or 3.6 million children) in 2020/21. This increase is partly due to the tax and benefit reforms. Projections are not provided at a Wales level due to small sample sizes. The Welsh Government remains committed to mitigating the impacts of child poverty.

Bring forward legislation to remove the defence of reasonable punishment

17. We will be bringing forward legislation to remove the defence of reasonable chastisement. We have made it clear that we will seek this on a cross-party basis. We are already undertaking a raft of measures to help support parents such as the Give It Time campaign. This highlights how offering encouragement and praising children for good behaviour is far more effective than harsh punishments when children do things wrong.
18. I am keen that parents adopt good parenting strategies and are helped to do so. We need to reinforce positive behaviour with both parents and children.

Children's rights and participation

19. I believe it is vitally important to listen to children and young people's voices, their participation is critical and our commitment to children's rights remains firmly at the centre of our approach.

**Cabinet Secretary for Communities and Children
July 2016**

Agenda Item 4

National Assembly for Wales
Elin Jones AM, Presiding Officer

Lynne Neagle AM
Chair
Children, Young People and Education Committee

Your ref:
Our ref:

30 June 2016

Dear Lynne

Congratulations on your appointment as a committee chair. By electing you to this role, the National Assembly has entrusted you with significant responsibilities. On behalf of the Assembly Commission and the Business Committee, I am writing to explain the Assembly's expectations and the support available to you and the Members of your committee.

The Assembly's committees are at the heart of the democratic process and the chairs of those committees are critical to their success in holding the Government to account, making laws and engaging directly with the people of Wales. I strongly endorse the vision set out by the Commission and Business Committee of the Fourth Assembly:

Committees of the Assembly should demonstrably improve the quality of policy outcomes, legislation, public services and government spending for society as a whole in Wales. They should be respected, influential and accessible, acting with integrity and independence. Their work should be strategic and rigorous.

This vision is underpinned by 10 strategic objectives, which are set out in the Annexe to this letter.



I have also included in the Annexe the key responsibilities of a committee chair. These have been endorsed by the Business Committee. They also form the basis for the independent Remuneration Board's assessment of the additional remuneration you will receive for the role. They therefore represent the expectations placed on you in your new role. I understand that the Remuneration Board will be considering the matter of chairs' pay for the Fifth Assembly at their next meeting in July.

You have been allocated a committee clerk to help you establish the committee before Summer recess: Marc Wyn Jones. Marc manages a small team providing you and your committee with strategic, procedural and administrative support and advice. Marc also leads an integrated team of specialists from other services (in research, communications, legal, and translation), and works with staff from across the Commission to deliver the services your committee requires. Marc is your first point of contact for committee business, but I would encourage you to get to know, and work directly with, all other team members. Though Marc will typically spend a large proportion of his time working with you, his role also involves supporting the other Members of the committee, and providing support for the scrutiny of Bills even after your committee has finished its consideration of them. As the number of committees has increased since the Fourth Assembly, work is underway to finalise the staffing structures, and my officials will contact you about this before the start of the Autumn term.

Your clerk and integrated team will assist you in convening your committee and designing its initial programme of work. I recommend that you set aside time early in your tenure to work with all Members of your committee on strategic planning and your preferred ways of working. Experience in the previous Assembly suggests that time dedicated for this, away from the routine of Assembly business, will be well spent. A comprehensive programme is available for your continuing professional development (CPD) as chair, and for your committee Members, to help with this process.

I intend to convene a Chairs' Forum meeting as soon as possible. This will provide an opportunity for you to discuss and agree with your peers, on a cross-party basis, how best to maximise the impact of scrutiny through the committee system. I hope that the Forum will meet regularly and I would urge you to

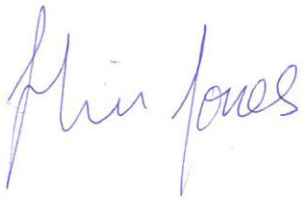


participate actively in order to drive the strategic agenda for committees over the course of the Fifth Assembly.

I am copying this letter to your Party Leader and Business Manager. I will also arrange for a copy to be published on the Assembly website. This will ensure that everybody who has an interest in your committee, from your colleagues to the people of Wales, has clarity on your role and the parameters within which you are operating.

I wish you every success in your role as a chair, and I would encourage you to contact me at any time if you would like to discuss any aspect of your committee's work. Furthermore, please be assured that all Commission staff, from the Chief Executive throughout the organisation, are ready and willing to help your committee achieve its objectives.

Yours sincerely

A handwritten signature in blue ink that reads "Elin Jones". The signature is written in a cursive style with a large initial 'E'.

Elin Jones AM
Presiding Officer



Annexe

1. Strategic objectives for Assembly committees

Committees will:

- a. have a clear, agreed, strategic plan for their work that prioritises their activities and focuses their use of time and resource;
- b. be a top priority for the Members who serve on them;
- c. be guided by chairs who fulfil all of the expectations set for them by the Assembly;
- d. be respected and listened to by the Welsh Government because of the quality of their inquiries and scrutiny, the rigour of their questioning, the depth of their analysis and the value of their legislative amendment. The Government will be mindful of the reaction of committees as it formulates its policy, spending and legislative plans;
- e. scrutinise policy, spending and legislation within their portfolio in the round, not as isolated aspects of their responsibilities;
- f. offer and expect constructive engagement with the Welsh Government but retain their detachment and ability to offer objective criticism;
- g. not be limited by constraints on access to Ministers, information or witnesses and will be able to draw on the expert advice and support they require;
- h. engage with a wide diversity of people, be seen by stakeholder groups as important, influential players and as the natural place to go to with concerns and ideas, and undertake work that enhances the public reputation of the Assembly. Their outputs will be accessible to as wide an audience as possible;



- i. ensure that those who contribute to their work see the value of their participation; and
- j. seek critical analysis and evaluation to improve their performance.

2. Key responsibilities of committee chairs:

The key responsibilities of committee chairs are to:

- set the strategic direction of the committee and ensure the transparent prioritisation of its activity so as to deliver a balanced, comprehensive and effective programme of legislative, policy and financial scrutiny;
- maximise the relevance and influence of the committee whilst maintaining its clear independence from the Welsh Government;
- act impartially at all times, decisively, fairly and in a manner that maintains the confidence of the committee;
- command the confidence of Members, witnesses and the public at large through knowledge of the subject matter of the committee's remit; demonstration of effective legislative, policy and financial scrutiny techniques; maintenance of order; and the application of all relevant legal and procedural requirements on the committee;
- secure the commitment and engagement of all committee Members and build cross-party consensus wherever possible;
- build the culture and skills mix within the committee required to maximise its effectiveness as a scrutiny body;
- ensure that the committee receives the expert advice, information and other support it requires to fulfil its objectives effectively;
- drive the delivery of all aspects of the committee's work with pace and quality;



- represent the committee publicly, in the media and in formal Assembly business; and
- ensure critical analysis and evaluation of the committee's work and drive innovation in its operation so as to increase effectiveness, public engagement and impact.



Agenda Item 6

By virtue of paragraph(s) vi of Standing Order 17.42

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