

Number of action	Original Document	WAO Proposal	Action	Progress Update - October 2013	By When	Status
1	AIR Jan 2011	P3 Set appropriate measures to judge delivery of the improvement objectives that focus on how the Council performs now, what its targets are, how it compares with others, the cost of delivery and how it will show whether the people of Caerphilly are better off as a result;	Appropriate measures addressed as part of new improvement plan. (2 &3) – Publish TARGETS repeats P3&37 and Comparative data.	This has been improved and covered of as part of the New 13/14 Improvement Objectives which includes targets and costings. This is covered in of the Councils Performance Report that went to Council 23rd October 2013. When the report is published end October we believe this recommendation will be completed.	Before October 2013	Approaching completion
2	AIR Jan 2011	Establish minimum service delivery standards for all service areas	Discussed Value of proposal. CMT believe their was limited value in progressing. However the Councils Ffynnon score card does address this requirement.	Following discussion WAO agreed to close pending evidence. A range of evidence was provided (11.3.13) e.g. Housing tenant and customer care standards for external standards and Ffynnon scorecards showing intervention values (the point at which we must intervene if performance goes below that standard) as each service has a scorecard. No change since last time, waiting for WAO to close recommendation following receipt of evidence.	12.3.13	Closed
3	AIR Jan 2011	P5 Set clear priorities for action in the context of reduced resources; WAO confirm this remains open as it about links to finance and IO which is picked up in other recommendations in regard to the SIP having financial assessments.	Repeated as part of action 3 and action 24. New Actions: Review and adapt the Planning Cycle. Introduce new Self-Evaluation Reviews	IO's have being costed (see above) and this has been addressed in the SIP guidance. We are changing the Planning Cycle to feed into the Medium Term Financial Plan and all planned Service Evaluation and Reviews will have cost as a criteria. We believe this should be closed shortly.	Apr-13	Approaching completion
4	Corporate Assessment Update August 2011	Include information on improvement activities in areas not covered by Improvement Objectives, including planned savings and disinvestments, if these impact on services for citizens.	WAO proposal is split in 2 a) improvement activity that is not an Improvement Objective is published in October Performance report. b) planned savings and disinvestment to be better articulated in performance reporting.	This will be addressed as part of the work in the Councils Performance Reporting published before October 30th 2013	Part a) June 2013 Part b) Oct for part	Approaching completion

Number of action	Original Document	WAO Proposal	Action	Progress Update - October 2013	By When	Status
5	CA August 2011	<p>P2 The Council should: - Clearly define a plan that maps out the whole engagement exercise, including pre and post implementation. The costs and resources of engagement should be included.</p>	<p>A series of actions were put together by Communications and Engagement to address these recommendations.</p>	<p>P&R scrutiny 22/11/2012 approved a new citizen engagement strategy presented in the new year. The strategy is derived from the '10 National Principles of Engagement' with detailed action plan on what we need to do, timescales, resource implications and responsibilities. The Strategy maps our engagement exercise and development has been closely aligned with the development of the Local Service Board's engagement strategy (endorsed by the LSB on 16th January 2013). This is complete in terms of the recommendation as strategy approved by Cabinet 9th April</p>	Mar-13	<p>We consider this closed. Evidence provided to WAO wait closure</p>
6	Corporate Assessment Update August 2011	<p>Manage public expectations about outcomes from consultation, and provide appropriate levels of feedback on reasons for decisions and how engagement processes have contributed to the outcomes</p>		<p>Key actions within above strategy to reinstate 'Caerphilly Asks, Caerphilly Listens' database and develop an implementation plan and put in place appropriate structures and training to support the system within each directorate and corporately (and with partners) as a planning tool, for co-ordinating engagement activity, avoiding duplication, share good practice and provide feedback. System is now available and maintained and clear links are made between engagement activities recorded and decision making. This is complete in terms of the recommendation.</p>	Mar-13	<p>We consider this closed. Evidence provided to WAO wait closure</p>
7	Corporate Assessment Update August 2011	<p>Undertake evaluation of engagement activity to demonstrate transparency and accountability of outcomes achieved.</p>		<p>Key action within strategy is to Audit and evaluate specific engagement activities against the national principles of public engagement by using the "Evaluation Toolkit", evaluating individual engagement activities that have been included on the database against the national principles. Process and mechanism is in place, this now moves into day to day business.</p>	Mar-13	<p>We consider this closed. Evidence provided to WAO wait closure</p>

Number of action	Original Document	WAO Proposal	Action	Progress Update - October 2013	By When	Status
8	AIR Feb 2012	P1 Improve Welsh language provision on the Council's website.	1) Translators to be appointed 2) Website to be translated 3) New Welsh content for Education 4) IT to upload new content across the summer.	Good progress made, 2 translators recruited, Web pages translated and Education section. This proposal is close to being completed. Status has changed from Approaching Completion to Open . There has been slippage with getting translated pages uploaded on internet. Due to one translator leaving there will be a new recruitment process and this will set us back temporarily.	End March 2013	Open
9	AIR Feb 2012	P2 Complete outcome-based success measures for all objectives and ensure regular, clear reporting.	This will be addressed as part of the new Council Priorities and Performance Report. This is a repeat of item 18 Jan 2011.	The Councils Improvement Objectives 2013/2014 had the best outcome measures available. We welcome input from WAO if they can identify better measures through their good practise role. We believe this to be closed but the judgment will be from the Councils Performance Report in October 2013. So we will keep this open until the document is published and audited.	May - Oct 2013	Approaching completion
10	AIR Feb 2012	Providing citizens with more comparative performance and benchmarking data to enable them to better judge performance;	Repeats item 18 AIR Jan 2011. Although used internally comparators are questionable in adding value for citizens to accurately judge performance as there are too many variances involved. To raise whether CMT support the position for or against target and benchmarking publication	Although we question value with this recommendation we have covered comparators in greater detail within 2013 Improvement publications and believe there is now enough content and analysis to address this proposal. We believe this to be closed but the judgment will be from the Councils Performance Report in October 2013. So we will keep this open until the document is published and audited.	Mar-13	Approaching completion
11	AIR Feb 2012	Reporting progress against targets to citizens;	Colin to raise with CMT the value of this suggestion	Although we question value with this recommendation we have included targets and reporting against those targets within 2013 Improvement publications and believe there is now enough content and analysis to address this proposal.	Oct-13	Approaching completion

Number of action	Original Document	WAO Proposal	Action	Progress Update - October 2013	By When	Status
12	AIR Feb 2012	Report information on unit costs, activity costs, benchmarks and other financial performance measures to enhance the Council's Performance Report as well as help to identify further opportunities for savings;	Remains open, have to articulate finance more in performance report	This is now included in the Councils Performance Report. This will have to be built upon as part of future reporting. We believe the October publication will evidence completion.	Oct-13	Approaching completion
13	AIR Feb 2012	Evaluate and report on the impact of reduced budgets on frontline services to identify and deal with risks that emerge from disinvestment decisions; and	Repeats item 18 AIR Jan 2011. PWC are undertaking a review (Mar/Apr 2013) to identify and assess the impact of revenue, capital and human resource reductions on services and evaluating whether the Council is continuing to deliver its statutory obligations and improvement objectives effectively (focusing on Waste, Env Health & Housing)	Finance Managers are aware this is the position and that more financial detail will need to be covered as part of the narrative of Improvement publishing in future. We are covering this off in the October document (see above) and changing the planning cycle to fit in with the medium term financial plan, which should make the flow of financial evaluation into published reporting easier for future reporting.	Sep-13	Approaching completion
14	AIR Feb 2012	Reporting its performance to the public in a document or documents which help citizens to understand the Council's performance more easily	New plan will address this (minus the benchmarking / targets etc).	Council Objectives are published in a way that helps the citizen understand. This proposal referred to 2011 when we reported progress earlier than the required deadline, whilst we thought this would benefit the citizen by having more timely information, it appeared to make it difficult for the auditor to assess the performance, hence the suggestion. We have now reverted to the old time scales.	Oct-13	We consider this closed. Evidence provided to WAO wait closure
15	IA 1 October 2012	P1 The Council should ensure that the scope of its consultation activities, in relation to the development of its annual Improvement Objectives, engages the broad range of stakeholders as defined within the Measure and guidance.	To design RELEVANT none wasteful consultation within time frames	A Consultation plan was put together to commence after the Single Plan consultation closes on 22nd March. Consultation was web-based but signposted in Mays Newslines going to 70,000+ households and via the social media. Paper surveys were made available via the Authority's Public Libraries, to ensure inclusivity and on request from Newslines advert and available in Welsh. The consultation results were reported to Cabinet and online.	Apr-13	We consider this closed. Evidence provided to WAO wait closure

Number of action	Original Document	WAO Proposal	Action	Progress Update - October 2013	By When	Status
16	IA 1 October 2012	P2 All relevant Service Improvement Plans (SIPs) focus on delivering the Council's Improvement Objectives and have clear links to them and include actions that contribute to their delivery	1. Guidelines sent to Heads of Service 2. Critique Plans when received 3. Escalate any none compliance	This action is complete, Each Improvement Objectives is linked to its relevant SIP and separate Action Plans have been developed and are being put on Ffynnon.	Jun-13	We consider this closed. Evidence provided to WAO wait closure
17	IA 1 October 2012	P2 Formal annual financial assessments of its Improvement Objectives are included within all relevant SIPs to ensure that resources are clearly aligned to priorities;	1. Guidelines sent to Heads of Service 2. Critique Plans when received 3. Escalate any none compliance 4) Introduction of Self-Evaluation to include costings as part of the evaluation.	This will form part of our developing self-evaluation process and the IO's have been costed and the new programme linking the service improvement planning and its timing to the MTFP will address this proposal.	Jun-13	Open
18	AIR October 2012	P2 Equality impact assessments are consistently and robustly undertaken for all SIPs when these are being developed; and	1. Guidelines sent to Heads of Service 2. Critique Plans when received 3. Escalate any none compliance	System and process well embedded for this to happen and all services do include Equality assessments. All 13/14 SIPs have been assessed by the Equalities Officer and all services have received feedback. CCBC has a statutory requirement to report to the Equalities and Human Rights commission and evidence our contribution. The Equalities Officer has written a report analysing the quality of 13/14 SIPS to evidence this and this can be provided to the WAO to show the completion of this action	Jun-13	We consider this closed. Evidence provided to WAO wait closure
	1A2 Dec 2012	P1 The Council should ensure that it acts more in accordance with Welsh Government guidance by:				
21	1A2 Dec 2012	* using a wider evidence base of information to enable it to assess whether it has met its improvement objectives	Will be addressed in new plan	There is not always a wide base of evidence available but will be picked up with the new objectives and reviewed for the backward looking report published in October 2013	Sep-13	Approaching completion

Number of action	Original Document	WAO Proposal	Action	Progress Update - October 2013	By When	Status
22	1A2 Dec 2012	* extending the use of comparative information, including comparison with other bodies	Action: Will be addressed where possible as part of new plan	This will be part of the backward looking report which is published in October 2013	Sep-13	Approaching completion
23	1A2 Dec 2012	* reporting its performance in a more balanced way	Will be addressed in new plan, however need to make CMT, Leadership & Cabinet aware this is a legal requirement.	New Report being published now and this is part of the October document 2013	Sep-13	Approaching completion
24	1A2 Dec 2012	* maximising accessibility to citizens and stakeholders of its performance assessment	Cost distribution costs for a wider audience is prohibitive. We look for innovative ways to make accessible. Possible Use of Mosiac to research communication preferences.	Advertised on the web, published in libraries and receptions and via Newline and social media and sent to Partners. Public Summary to be finalised.	Nov-13	Approaching completion
25	1A2 Dec 2012	P2 Better engage and strengthen scrutiny to improve self-evaluation arrangements and to inform the councils overall evaluation of progress against its improvement objectives	Consideration of moving from 2 individual PM scrutiny's to using more frequent scrutiny to give greater reporting opportunities. We are also reviewing and revising the planning cycle to include a self-evaluation process	All Improvement Objectives have been reviewed at Scrutiny for 2013 where scrutiny has challenged each conclusion as to whether an objective was successful or not	Jun-13	We consider this closed. Evidence provided to WAO wait closure

Number of action	Original Document	WAO Proposal	Action	Progress Update - October 2013	By When	Status
26	1A2 Dec 2012	P3 Establish and report against outcome-focussed measures of success for each improvement objective	Include in new performance report 2013 onwards	We will rigorously set outcome measures where possible but the WLGA / WAO outcome review recognises the difficulty of setting measures for complex and intangible outcomes so emphasis may change for this proposal. Included as part of new performance report 2013 onwards	May-13	Approaching completion
27	1A2 Dec 2012	P4 Assist readers to understand and interpret performance indicators by including narrative explanations and also indicating if a high value is a good or poor performance	Include in new performance report by including narrative and indications if high value is good or poor.	Will be looked at as part of new performance report 2013 onwards. PMU attended CIPFA training on how best to present data from the readers point of view.	Oct-13	We consider this closed. Evidence provided to WAO wait closure