

Arrangements are hindering improvement	Arrangements are partly supporting improvement	Arrangements are positively supporting improvement	Arrangements are playing a significant role in supporting improvement
Scrutiny environment			
Is there a clear and shared understanding and application of the role and purpose of Overview and Scrutiny (O&S) amongst executive and non-executive members, senior officers, scrutiny officers and key local partners?			
<p>1 Understanding and application of the role and purpose of O&S is poor and inconsistent amongst executive and non-executive members, senior officers, scrutiny officers and key local partners.</p>	<p>Understanding and application of the role and purpose of O&S is variable within the council. O&S tends to be more inward looking although there may be some examples of effective engagement but overall engagement with others external to the council is low level.</p>	<p>O&S is valued by the executive which recognises the added value scrutiny can bring to decision making. Key local partners are willing to engage in the scrutiny process.</p>	<p>There is a clear and shared understanding and application of the role and purpose of O&S amongst executive and non-executive members, senior officers, scrutiny officers and key local partners.</p>

Evidence:

- Directors and Heads of Service attend relevant Scrutiny Committee Meetings
- Cabinet Members attend relevant Scrutiny Committee Meetings and provide a statement on activity and answer questions when required - Report to Council 2005 – Revised Arrangements for the Operation of Scrutiny Committees.
- Part 2 Constitution – Article 6 – sets out the terms of reference and role of Overview and Scrutiny Committees (this is under review).
- Part 4 Constitution – Rules of Procedure of Overview and Scrutiny Committees (this is under review).
- CCBC Booklet – An Introduction to Decision Making and Scrutiny – sets out decision making process, Scrutiny Committees roles and procedure, operation of scrutiny and performance management- available on website and widely circulated within Council.
- Scrutiny Training Course – training has been provided over a number of years to Officers and Members, including co-opted members.
- Joint SDF project with Torfaen, Merthyr Tydfil and Blaenau Gwent – A series of workshops were held to share learning and notable practice between participating authorities and partners.
- Members are willing to take part in Task and Finish Group reviews.
- Task and Finish Group reviews resulted in change and are respected by CMT and Cabinet Members.
- Strong reputation for working with partner organisations – both public and voluntary sectors.
- Co-opted Members sit on Scrutiny Committees: Health Social Care & Wellbeing Scrutiny Committee – Users and Carers group representatives, Aneurin Bevan Health Board, Education for Life Scrutiny Committee – Church School representative, Parent Governor representatives, Trade Union Representatives and Caerphilly Governors Association representative.
- Crime and Disorder Scrutiny Committee – Outside Bodies representatives include: Wales Probation Trust, Caerphilly Local Health Board, Gwent Police Authority, Chair Safer Caerphilly Community Safety Partnership and South Wales Fire and Rescue Service.

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Does O&S enjoy a high status and is it held in high esteem, trusted and respected both within and outside the Authority?			
2 O&S has low status and is not trusted or respected within or outside the Authority.			O&S is held in high esteem, enjoys a high status and is trusted and respected both within and outside the Authority.

Evidence:

- Directors and Heads of Service attend relevant Scrutiny Committee Meetings
- Cabinet Members attend relevant Scrutiny Committee Meetings and provide a statement on activity and answer questions when required.
- Members are willing to take part in Task and Finish Group reviews.
- Task and Finish Group reviews resulted in change and are respected by CMT and Cabinet Members.
- Collaboration lead for joint scrutiny for Education Achievement Service, Prosiect Gwyrdd, Social Services and Gwent Police and Crime Panel.
- Scrutiny is embedded into decision-making process with criteria agreed for pre-decision scrutiny.
- Inclusive culture where Cabinet Members and directors invited to participate in scrutiny meetings
- Stakeholders engage with scrutiny committees.
- Co-opted Members sit on Scrutiny Committees: Health Social Care & Wellbeing Scrutiny Committee – Users and Carers group representatives, Aneurin Bevan Health Board, Education for Life Scrutiny Committee – Church School representative, Parent Governor representatives, Trade Union Representatives and Caerphilly Governors Association representative.
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Is there a well-defined and constructive relationship between O&S, the executive and senior officers?			
3 There is little or no relationship between O&S, the executive and senior officers.	Relationships are developing in the right direction, but some changes in behaviour and attitude may be necessary to remove misconceptions about the value of purpose of scrutiny.	Relationships are maturing and key actors are contributing well to ensure relationships are constructive.	There is a well-defined and constructive relationship between O&S, the executive and senior officers.

Evidence:

- Cabinet, CMT and Heads of Service attend relevant Scrutiny Committees.
- There is a constructive Member/ Officer relationship within the Council.
- Officers are happy to meet informally and formally with all Members to resolve local issues.
- Pre-decision scrutiny e.g:
 - Health Social Care and Wellbeing – Directors Annual Report, Gwent Frailty Programme, Child and family Support Service Model.
 - Education for Life Scrutiny Committee – ‘ Proposal to Establish a Welsh Medium Primary school at Penallta’, ‘Transforming Education and Training Provision in Wales – response to Dcells / Welsh Government.’
 - Regeneration and Environment – ‘Public Protection Enforcement Policy November 2011’, ‘Smokefree Children’s Play Areas’
 - Policy and Resources – ‘Customer Services Functions’, ‘Draft Home Working Scheme’
- Dedicated Performance Management meetings twice a year.
- Part 2 Constitution – Article 6 – sets out the terms of reference and role of Overview and Scrutiny Committees (this is under review).
- Part 4 Constitution – Rules of Procedure of Overview and Scrutiny Committees (this is under review).
- Report to Council 2005 – Revised Arrangements for the Operation of Scrutiny Committees – set out how scrutiny committee meetings would be organised, supported and involved in decision making.

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Does O&S have a clearly defined and valued role in the council’s self-evaluation, performance management and improvement arrangements?

<p>4 O&S is not defined or valued in the council’s self-evaluation, performance management and improvement arrangements.</p>	<p>O&S receives performance information but understanding of the issues lacks depth overall. Its role in self-evaluation is relatively superficial.</p>	<p>The council is taking appropriate action to ensure O&S can participate effectively in self-evaluation, performance management and improvement arrangements.</p>	<p>O&S has a clearly defined and valued role in the council’s self-evaluation, performance management and improvement arrangements.</p>
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Evidence:

- CCBC Booklet – An Introduction to Decision Making and Scrutiny – sets out performance management arrangements.
- Report to Council 2005 – Revised Arrangements for the Operation of Scrutiny Committees - There are two dedicated Performance Management Meetings for each Scrutiny Committee per annum.
- WAO Annual Improvement report – refers to how the Council uses scrutiny committees to challenge performance
- Reports from Regulators are reported to Scrutiny Committee – Estyn, CSSIW, WAO
- Social Services Annual Directors Report reported to Scrutiny Committee.
- Plans to further improve arrangements with WAO recently discussed. Intention to invite WAO to scrutiny prior to reviews beginning and following receipt of final report.

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Is there is regular and effective two-way communication between O&S and external/internal auditors, regulators and inspectors?

<p>5 Communication between O&S and external/internal auditors, regulators and inspectors is irregular and ineffective.</p>	<p>The level of engagement between regulators and O&S is variable. Regulators would welcome more opportunities to engage with O&S.</p>	<p>O&S becomes more outward focused inviting regulators to attend O&S for specific issues.</p>	<p>There is regular and effective two-way communication between O&S and external/internal auditors, regulators and inspectors.</p>
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Evidence:

- WAO Annual Improvement report February 2012 – refers to how the Council uses scrutiny committees to challenge performance:
 - ‘The Council uses scrutiny committees to effectively challenge performance but some information provided to members could be improved’
 - ‘The Council regularly reports progress in delivering Improvement Objectives and broader performance of services to its scrutiny committees and members receive reports on a six-monthly basis.’
 - ‘This is a good system to manage and track performance as it provides members with the opportunity to review progress and gain assurance that the Council is doing what it said it would do. The process could be strengthened to support more effective scrutinising of performance.’
- Regulators attend Scrutiny when undertaking inspections/reviews – CSSIW, Estyn, WAO.

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Does O&S have clear governance arrangements that are understood and applied effectively?

<p>6 O&S has weak governance arrangements which are not applied effectively.</p>	<p>Governance arrangements are in place O&S is not yet mature enough to use the arrangements effectively.</p>	<p>The governance framework supports scrutiny. Scrutiny operates effectively due to a range of contributing factors and is supported and encouraged by the governance arrangements and not constrained by them.</p>	<p>O&S has clear governance arrangements that are understood and applied effectively.</p>
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Evidence:

- Part 2 Constitution – Article 6 – sets out the terms of reference and role of Overview and Scrutiny Committees (this is under review).
- Part 4 Constitution – Rules of Procedure of Overview and Scrutiny Committees (this is under review).
- Joint Social Services Scrutiny Panel –governance report set out the arrangements.
- Joint EAS Scrutiny Panel – governance report
- Prosiect Gwyrdd Joint Scrutiny Panel – report to Cabinet 2008 set out need for Scrutiny arrangements.
- Report to Prosiect Gwyrdd Joint Scrutiny March 2011 – Joint Panel Governance Arrangements.

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<p>Are O&S chairs and executive members actively promoting the role and value of the scrutiny function to a variety of internal and external stakeholders?</p>			
<p>7 O&S chairs fail to promote the role and value of the scrutiny function to internal and external stakeholders.</p>	<p>Chairs and vice chairs of O&S are beginning to demonstrate leadership and are playing an active and proactive role in promoting the scrutiny function.</p>	<p>O&S chairs and vice chairs are pivotal and influential in driving up scrutiny standards and developing effective working relationships with others.</p>	<p>O&S chairs and executive members actively promote the role and value of the scrutiny function to a variety of internal and external stakeholders.</p>

Evidence:

- Chairs of Scrutiny Committees attend national and regional Scrutiny Champions meetings.
- The Scrutiny Management Panel (all Chairs and Vice Chairs) – led on the development of Scrutiny in the past.
- Cross Party Member Working Group involved in the development of scrutiny – the newly established Democratic Services Committee following the Local Government Wales Measure 2011 will now undertake this function.

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Do O&S members have access to development and training opportunities focused on need, as part of the council's wider commitment to member support and development?			
<p>8 The council does not provide O&S members with development and training opportunities focused on need.</p>	<p>Training and development is in place but focus and structure could be improved.</p>	<p>The council's approach to needs-based training is maturing and may include a focus on competencies and role-specific training. Members are proactive in identifying their own training needs.</p>	<p>O&S members have access to development and training opportunities focused on need, as part of the council's wider commitment to member support and development.</p>

Evidence:

- Member Development Strategy 2010/13
- Elected Member development programme 2010-12
- Member Development Training programme 2012-13
- Training Needs Questionnaire 2012-14
- Member Induction Programme May 2012
- CCBC has WLGA Wales Charter for Member Support and Development.
- Report to Council 2005 – Revised Arrangements for the Operation of Scrutiny Committees – this set out the need for a Member Development strategy.

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Does O&S have a sufficient level of dedicated support from officers who are able to research independently and are able to provide O&S members with high-quality, objective analysis and support?

<p>9 O&S has little or no dedicated support from officers who can research independently and so analysis and support provided is biased and poor quality.</p>	<p>Some support is provided, but the level limits the depth and range of work that scrutiny can cover.</p>	<p>Support is helping to develop members' proficiency in scrutiny techniques and knowledge of service areas.</p>	<p>O&S has a sufficient level of dedicated support from officers who are able to research independently, and are able to provide O&S members with high-quality, objective analysis and support.</p>
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Evidence:

- Scrutiny Research Officer post – to support Scrutiny Task and Finish groups – report to Cabinet February 2004
- Report to Council 2005 – Revised Arrangements for the Operation of Scrutiny Committees.
- Task and finish group reports – Scrutiny Officer manages projects.
- Previous SDF bid - Local Procurement in Aneurin Bevan Health Board – Scrutiny Officer developed bid, and was project manager.

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Is the role of officers directly supporting scrutiny activity well-understood and valued within the organisation?			
<p>10 The role of officers directly supporting scrutiny activity is poorly understood and not valued within the organisation.</p>	<p>The level of officers' understanding varies across services producing an imbalance in the effectiveness of scrutiny.</p>	<p>Officers supporting scrutiny work constructively with members to improve the scrutiny function.</p>	<p>The role of officers directly supporting scrutiny activity is well-understood and valued within the organisation.</p>

Evidence:

- The scrutiny arrangements including the support provided by scrutiny officers was set out in the report to Council 2005 – Revised Arrangements for the Operation of Scrutiny Committees.
- CCBC Booklet – An Introduction to Decision Making and Scrutiny – sets out decision making process, Scrutiny Committees roles and procedure, operation of scrutiny and performance management- available on website and widely circulated within Council.
- Scrutiny Training Course – training has been provided over a number of years to Officers and Members, including co-opted members.

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Does the O&S process receive effective support from the council's wider officer corp as and when required?			
11 The O&S process is not supported by the wider officer corps.	Support from the wider officer corps is variable.	Support from the wider officer corps is consistent across services. Officers respond fairly promptly and appropriately to members' requests.	The O&S process receives effective support from the council's wider officer corps as and when required.

Evidence:

- Performance Indicators are monitored to check the number of member requests for reports, and the percentage of reports received within two and three meeting cycles respectively.
- Report to Council 2005 – Revised Arrangements for the Operation of Scrutiny Committees.
- Directors and Heads of Service attend relevant Scrutiny Committee Meetings
- Cabinet Members attend relevant Scrutiny Committee Meetings and provide a statement on activity and answer questions when required.
- There are positive relationships between Members and Officers, Officers will meet Members informally and provide additional information.
- CCBC Booklet – An Introduction to Decision Making and Scrutiny – sets out decision making process, Scrutiny Committees roles and procedure, operation of scrutiny and performance management- available on website and widely circulated within Council.
- Scrutiny Training Course – training has been provided over a number of years to Officers and Members, including co-opted members.
- Task and Finish Group reviews have resulted in change and are respected by CMT and receive senior level officer support.

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Is information provided to O&S relevant, robust, balanced, meaningful, responsive to requests, of high quality and provided in a timely and consistent manner?			
<p>12 Information provided to O&S is weak, slow, inconsistent and of poor quality.</p>	<p>Generally information meets members' requirements; it may not meeting members' needs entirely. Officers may not be proactive in seeking what improvements could be made to increase its effectiveness.</p>	<p>Information allows members to engage in constructive debate about performance issues, to elicit the right level of information from officers and aids their understanding of corporate and service issues.</p>	<p>Information provided to O&S is relevant, robust, balanced, meaningful, responsive to requests, is of high quality, and is provided in a timely and consistent manner.</p>

Evidence:

- WAO Annual Improvement report – refers to how the Council uses scrutiny committees to challenge performance.
- Reports requested by members e.g. 'Procurement Related Savings', presentation on Ambulance Response Times by Regional Director SE Wales Ambulance Service', 'Pregnancy Rates and Education Initiatives' provided by Aneurin Bevan Health Board, ' Report on Supported Housing Project' provided by Community Safety Partnership,
- Performance Indicators reports requested and response times.
- Pre-decision scrutiny e.g:
 - Health Social Care and Wellbeing – Directors Annual Report, Gwent Frailty Programme, Child and family Support Service Model.
 - Education for Life Scrutiny Committee – ' Proposal to Establish a Welsh Medium Primary school at Penallta', "Transforming Education and Training Provision in Wales – response to Dcells / Welsh Government.'
 - Regeneration and Environment – 'Public Protection Enforcement Policy November 2011', 'Smokefree Children's Play Areas'
 - Policy and Resources – 'Customer Services Functions', 'Draft Home Working Scheme'
- Stakeholders engaged in Scrutiny Process - Prosiect Gwyrdd Joint Scrutiny Panel Call for Evidence – 17 stakeholders provided written evidence and the following were invited to give oral evidence, Welsh Government, Environment Agency Wales, Friends of the Earth, Cardiff Against the Incinerator, Health Protection Agency, Environmental Services Association, Charter Institute of Environmental Health, Stop Newport Incinerator, South Wales Without Incineration Network and Professor Vyvyan Howard – University of Ulster.

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Scrutiny practice			
Does O&S provide evidence-based, constructive challenge; operate objectively, apolitically and with independence from executive decision-makers?			
<p>13 O&S is passive, acts on minimal evidence or is influenced by politics and executive decision-makers.</p>	<p>Better use is being made of appropriate evidence. Most members work consensually and the influence of party politics is waning. Some influence from executive members remains.</p>	<p>Good use is being made of evidence from a wide range of sources. O&S is more assertive, establishing its independence more clearly.</p>	<p>O&S provides evidence-based, constructive challenge, operating objectively, apolitically and with independence from executive decision-makers.</p>

Evidence:

- The Report to Council 2005 – Revised Arrangements for the Operation of Scrutiny Committees set out the task and finish group arrangements, consultation and decision making and relationship with the Executive.
- WAO Annual Improvement report – refers to how the Council uses scrutiny committees to challenge performance
- Task and Finish Group reports;
 - Youth Unemployment Task and Finish Review – stakeholders included Dept of Work and Pensions, local training providers, National Training federation Wales, Torfaen County Borough Council and a Youth Service representative. Reports on unemployment statistics, comparison across Wales.
 - Business Support Task and Finish Group – two members of the Caerphilly Business forum were co-opted onto the group, the group invited local SME's to meet with them to ask questions and give evidence.
 - Child Poverty Task and Finish Group – Stakeholders invited to give evidence included Save the Children, WLGA Policy officer, Head Teachers of Primary Schools in Flying start areas, visits to Flying start projects where Parents were encouraged to discuss the projects with Members, a questionnaire to all Parents using Flying Start.
 - Prosiect Gwyrdd Call for Evidence – 17 stakeholders provided written evidence and the following were invited to give oral evidence, Welsh Government, Environment Agency Wales, Friends of the Earth, Cardiff Against the Incinerator, Health Protection Agency, Environmental Services Association, Charter Institute of Environmental Health, Stop Newport Incinerator, South Wales Without Incineration Network and Professor Vyvyan Howard – University of Ulster
- Pre-decision scrutiny e.g:
 - Health Social Care and Wellbeing – Directors Annual Report, Gwent Frailty Programme, Child and family Support Service Model.
 - Education for Life Scrutiny Committee – ‘ Proposal to Establish a Welsh Medium Primary school at Penallta’, “Transforming Education and Training Provision in Wales – response to Dcells / Welsh Government.’
 - Regeneration and Environment – ‘Public Protection Enforcement Policy November 2011’, ‘Smokefree Children’s Play Areas’
 - Policy and Resources – ‘Customer Services Functions’, ‘Draft Home Working Scheme’
 - Views of stakeholders are welcomed at Scrutiny Committee meetings and during Task and Finish Group reviews.

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Do O&S members identify appropriate topics for challenge or policy review/development and develop outcome-focused forward work programmes?

<p>14 O&S members fail to identify appropriate topics for challenge or policy review/ development and have difficulty developing outcome-focused forward work programmes.</p>	<p>Work programming is becoming more balanced, reflecting the range of scrutiny functions, but a better focus on priorities would help to improve impact. Members are becoming more proactive and involved in planning the work programme.</p>	<p>The work programme is selective and informed by a number of sources. Impact from the work is increasing and there is clearly added value as a result. Members have complete ownership of the work programme to advice and guidance.</p>	<p>O&S members identify appropriate topics for challenge or policy review/development and develop outcome-focused forward work programmes.</p>
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Evidence:

- Scrutiny committees are encouraged to choose 2 or 3 issues contained in the annual risk assessment or, performance indicators where performance compares poorly with others. (Report to Council 2005 – Revised Arrangements for the Operation of Scrutiny Committees).
- Example Task and Finish group reviews include – Youth Unemployment proposed by Council, a review on Business Support was proposed by Members of Regeneration Scrutiny Committee and review on Child Poverty was prompted by Chair of Education for Life Scrutiny Committee.
- Scrutiny committee forward work programmes demonstrate requests from Members for reports.

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Do O&S members constructively yet robustly challenge policy and decision-makers and implementers (including partners etc) through effective questioning, listening and analysis, and develop a good understanding and knowledge of the subject under scrutiny?

<p>15 O&S members are ineffective at challenging decision-makers and implementers (including partners etc) and lack understanding and knowledge of the subject under scrutiny.</p>	<p>O&S members, through training and experience, are gaining confidence. The level of challenge is improving. Members are beginning to acquire knowledge and understanding and are proactive in this.</p>	<p>O&S members' skills and knowledge are increasing and are being used to good effect, together with maturing questioning and listening skills. The influence of O&S on decision making is becoming more apparent.</p>	<p>O&S members constructively yet robustly challenge policy and decision-makers and implementers (including partners etc) through effective questioning, listening and analysis, and have developed a good understanding and knowledge of the subject under scrutiny.</p>
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Evidence:

- 'The Council uses scrutiny committees to effectively challenge performance but some information provided to members could be improved' - WAO Annual Improvement report – refers to how the Council uses scrutiny committees to challenge performance
- Stakeholder engage in the Scrutiny Process – Co-opted Members include – Aneurin Bevan Health Board, Union representatives, Parent Governor representatives, Church School representatives, Carer Groups representatives.
- Members of the Community Safety Partnership attend Crime and Disorder Scrutiny Committee – Wales Probation Trust, Caerphilly Local Health Board, Gwent Police Authority, Chair Safer Caerphilly Community Safety Partnership and South Wales Fire and Rescue Service.
- CCBC Booklet – An Introduction to Decision Making and Scrutiny – guidance on questioning skills is available on website and widely circulated within Council.
- Scrutiny Training Course – includes training and questioning and listening skills, provided over a number of years to Officers and Members, including co-opted members.
- Issues are thoroughly discussed at Scrutiny Committee meetings.

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<p>Are O&S inquiries/reviews in-depth, rigorous and draw upon independent and objective perspectives from a wide range of sources (including making use of benchmarking information) within and outside the council?</p>			
<p>16 O&S inquiries are superficial, vague and heavily influenced by internal or biased perspectives from a limited range of sources.</p>	<p>Scoping and planning of inquiries is improving with outcomes more clearly identified. O&S is beginning to broaden its source of information.</p>	<p>O&S is focusing on doing a few things very well, improving the impact and value of its work.</p>	<p>O&S inquiries/reviews are in-depth, rigorous and draw upon independent and objective perspectives from a wide range of sources (including making use of benchmarking information) within and outside the council.</p>

Evidence:

- Youth Unemployment Task and Finish Review – stakeholders included Dept of Work and Pensions, local training providers, National Training federation Wales, Torfaen County Borough Council and a Youth Service representative. Reports on unemployment statistics, comparison across Wales.
- Business Support Task and Finish Group – two members of the Caerphilly Business forum were co-opted onto the group, the group invited local SME's to meet with them to ask questions and give evidence.
- Child Poverty Task and Finish Group – Stakeholders invited to give evidence included Save the Children, WLGA Policy officer, Head Teachers of Primary Schools in Flying start areas, visits to Flying start projects where Parents were encouraged to discuss the projects with Members, a questionnaire to all Parents using Flying Start.
- Prosiect Gwyrdd Call for Evidence – 17 stakeholders provided written evidence and the following were invited to give oral evidence, Welsh Government, Environment Agency Wales, Friends of the Earth, Cardiff Against the Incinerator, Health Protection Agency, Environmental Services Association, Charter Institute of Environmental Health, Stop Newport Incinerator, South Wales Without Incineration Network and Professor Vyvyan Howard – University of Ulster.

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Does O&S regularly engage with members, officers, the public and other external stakeholders in planning and conducting its work?

17 O&S operates in isolation to members, officers, the public and other external stakeholders in planning and conducting its work. It fails to reflect the views, needs and aspirations of the county and its people and community. Forward work programmes are not accessible or are made available to a restricted group of stakeholders.

A published guide or protocol that describes how stakeholders can engage with O&S is available. O&S is making some attempt to seek the views of others. A forward work programme is available but scope remains to share it more widely and to get input into its content.

O&S is demonstrating a more 'citizen-centred approach' to its work with engagement/ participation factored into the planning and scoping of its work. O&S is beginning to use imaginative or innovative ways to engage with others. Good use is being made of co-optees for specific reviews.

O&S regularly engages with members, officers, the public and other external stakeholders in planning and conducting its work. It seeks to reflect the views, needs and aspirations of the county and its people and community in helping to improve the priorities of the council. Forward work programmes are available and accessible to stakeholders and are used to manage the work of scrutiny committees.

Evidence:

- Youth Unemployment Task and Finish Review – Youth Services identified a young unemployed person who took part in the review group workshop and subsequent meeting.
- Bereavement Services Task and Finish group – a representative from Cruse Cymru was co-opted onto the group from the outset, had the opportunity to discuss the project terms of reference and project plan.
- Non-residential Social Services Charging Task and Finish Review – Co-opted Members from the Voluntary Sector and has consulted with users and carers.
- Youth Forum Priority: 'Challenging Peer Pressure to Say no to Drugs and Alcohol' – Members encouraged and supported members of the Youth Forum to take part in test purchases of Alcohol and observed the briefing. A DVD was produced and presented to Scrutiny Committee.
- During the scoping of reviews the Scrutiny Research Officer will contact stakeholders to discuss the subject, issues and these will be used to develop the draft terms of reference.
- Co-opted Members sit on Scrutiny Committees: Health Social Care & Wellbeing Scrutiny Committee – Users and Carers group representatives, Aneurin Bevan Health Board, Education for Life Scrutiny Committee – Church School representative, Parent Governor representatives, Trade Union Representatives and Caerphilly Governors Association representative.
- Crime and Disorder Scrutiny Committee – Outside Bodies representatives include: Wales Probation Trust, Caerphilly Local Health Board, Gwent Police Authority, Chair Safer Caerphilly Community Safety Partnership and South Wales Fire and Rescue Service.
- Prosiect Gwyrdd Call for Evidence – 17 stakeholders provided written evidence and the following were invited to give oral evidence, Welsh Government, Environment Agency Wales, Friends of the Earth, Cardiff Against the Incinerator, Health Protection Agency, Environmental Services Association, Charter Institute of Environmental Health, Stop Newport Incinerator, South Wales Without Incineration Network and Professor Vyvyan Howard – University of Ulster.

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Does O&S have a balanced and focused work programme that is developed by O&S members, following consultation with the public and partners and discussions with executive members and senior officers?			
<p>18 O&S has an unbalanced and overambitious work programme that has been created with little or no consultation from the public and partners, executive members and senior officers.</p> <p>Work programmes fail to take into account local priorities, improvement objectives and key risks and make poor use of the resources available to it.</p>	<p>O&S work programming is becoming more realistic. Recognition of the importance of aligning work to key priorities of the council and the community is increasing.</p>	<p>O&S has strong ownership of its programme whilst being receptive to suggestions from others. It is becoming more discerning in selecting areas that will make a difference.</p>	<p>O&S has a balanced and focused work programme that is developed by O&S members, following consultation with the public and partners and discussions with executive members and senior officers.</p> <p>Work programmes take into account local priorities, improvement objectives and key risks and make best use of the resources available to it.</p>

Evidence:

- The Councils' key priorities are developed into key improvement objectives, a 3-4 year improvement plan is produced with service improvement plans produced annually. The Ffynnon system is used to measure and manage performance and these are reported to Scrutiny Committees on a six monthly basis.
- Two Performance Management Scrutiny Committee meetings per annum the first meeting sets the priorities for the year and the second will monitor performance.

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<p>Do O&S members plan their work considering the appropriateness of a range of scrutiny methods/methodologies, use of clear terms of reference and realistic project plans?</p>			
<p>19 O&S members fail to plan work considering the appropriateness of a range of scrutiny methods/ methodologies. Terms of reference are vague and project plans are unrealistic. Work programmes are rigid and incapable of responding to changing priorities. Where aspirations exist, they are not proportionate to resource available.</p>	<p>Members realise that poor project planning and unclear terms of reference are reducing the impact of their work and recognise the need for change.</p>	<p>O&S learns from previous work and continues to refine its project planning. Increased knowledge, understanding and skills level is enabling members to respond more flexibly to changing priorities.</p>	<p>O&S members plan their work considering the appropriateness of a range of scrutiny methods/methodologies, use of clear terms of reference and realistic project plans.</p> <p>Work programmes are flexible enough to respond to changing priorities whilst ensuring that aspirations are proportionate to the resource available to it.</p>

Evidence:

- Task and Finish Group project plans:
 - Youth Unemployment –group work with training providers and youth forum representative on barriers to employment.
 - Child Poverty – questionnaire to parents of children in flying start projects, site visits to projects. Meeting with Head teachers. Presentation by Save the Children.
 - Business Support – Business tenants invited to presentation and open question and answer session. Annual Questionnaire to businesses included extra questions from task and finish group.
 - SDF Local Procurement – funding used to procure researcher support from Cardiff University.

Arrangements are hindering improvement	Arrangements are partly supporting improvement	Arrangements are positively supporting improvement	Arrangements are playing a significant role in supporting improvement
Are scrutiny forward work programmes routinely shared with auditors, inspectors and regulators to influence planning of improvement activity?			
20 Scrutiny forward work programmes are not shared with auditors, inspectors and regulators.	O&S begins to share its work programmes.	O&S proactively seeks the views of regulators on its work programme as part of its consultation arrangements.	Scrutiny forward work programmes are routinely shared with auditors, inspectors and regulators to influence the planning of improvement activity.

Evidence:

- To be developed when implementing the local Government Measure 2011

Arrangements are hindering improvement	Arrangements are partly supporting improvement	Arrangements are positively supporting improvement	Arrangements are playing a significant role in supporting improvement
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Does O&S play a key role in the council’s self-evaluation and assessment arrangements and regularly evaluate itself to ensure that it continues to learn and improve how it adds value and impact?

21 O&S has little or no role in the council’s self-evaluation and assessment arrangements. O&S does not evaluate itself to identify how it can improve.

O&S receives self-evaluation reports, but its knowledge and understanding is not yet sufficient to provide rigorous and effective challenge. The review of its own work is not yet fully comprehensive.

The knowledge, understanding and skills of O&S has matured well and this enables it to play a more active role in the self-evaluation process. O&S is seen as an important part of the process.

O&S has gained sufficient confidence to undertake a more rigorous self- evaluation of its work and seeks the views of other stakeholders as part of the process.

O&S plays a key role in the council’s self-evaluation and assessment arrangements and regularly evaluates itself to ensure that it continues to learn and improve how it adds value and impact.

Evidence:

- Scrutiny has a limited role in respect of the Councils self-evaluation and assessment arrangements – Scrutiny receives performance reports that detail the outputs from the self evaluation.
- Performance Indicators are set to monitor the number of requests for reports, and how long those reports take to return to Scrutiny Committee.
- The Council has participated in 2006 in a self-evaluation facilitated by WAO, which built upon training on questioning and listening skills.
- Scrutiny has a key role in setting the improvement objectives - The Councils’ key priorities are developed into key improvement objectives, a 3-4 year improvement plan is produced with service improvement plans produced annually. The Ffynnon system is used to measure and manage performance and these are reported to Scrutiny Committees on a six monthly basis.

Arrangements are hindering improvement	Arrangements are partly supporting improvement	Arrangements are positively supporting improvement	Arrangements are playing a significant role in supporting improvement
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Impact of scrutiny

Does O&S regularly contribute to the improvement of proposed/existing policies for the benefit of the area and its local communities?

22 O&S rarely contributes to the improvement of proposed/existing policies for the benefit of the area and its local communities.	O&S is beginning to make good use of its community knowledge to identify areas for improvement to new or existing policies.	O&S is becoming more adept at focusing on the policy areas to review that will have maximum benefit to the community.	O&S regularly contributes to the improvement of proposed/existing policies for the benefit of the area and its local communities.
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Evidence:

- Task and finish group reviews recommendations produced and accepted by Cabinet:
 - Youth Unemployment: e.g. ‘The Council investigate inserting clauses into commissioning contracts for third party providers to encourage companies to provide trainee placements’ ‘The Local Service Board should include including ‘addressing youth unemployment’ as a priority in its single plan’ ‘The Council improve its collaboration with further education colleges for the provision of work placements for students’
 - Child Poverty: e.g. ‘The learning achieved by the multi agency approach developed by Flying Start is shared amongst other professionals’ and ‘the Council establish the role of Child Poverty Champion to take a lead on the child poverty’
 - Business Support: e.g. ‘In future the review group recommend that any future business unit developments are designed to allow building to be divided into smaller units or amalgamated into larger units’ ‘Industrial Property develops a procedure to record all complaints from tenants, monitor issues and provide feedback to tenants’ ‘An additional performance indicator is created for business unit vacancy levels to measure available square footage and make it consistent with the private sector’
- Pre-decision scrutiny e.g:
 - Health Social Care and Wellbeing – Directors Annual Report, Gwent Frailty Programme, Child and family Support Service Model.
 - Education for Life Scrutiny Committee – ‘ Proposal to Establish a Welsh Medium Primary school at Penallta’, ‘Transforming Education and Training Provision in Wales – response to Dcells / Welsh Government.’
 - Regeneration and Environment – ‘Public Protection Enforcement Policy November 2011’, ‘Smokefree Children’s Play Areas’
 - Policy and Resources – ‘Customer Services Functions’, ‘Draft Home Working Scheme’
- Members request reports on issues of concern, e.g. Use of DLO/DSO vehicles.

Arrangements are hindering improvement	Arrangements are partly supporting improvement	Arrangements are positively supporting improvement	Arrangements are playing a significant role in supporting improvement
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Does O&S identify instances where agreed policies are not being implemented effectively and recommend appropriate remedial action to whomever is responsible within or outside the council?

<p>23 O&S is unaware of instances where agreed policies are not being implemented effectively, or is unable to recommend appropriate remedial action.</p>	<p>O&S is beginning to better understand the impact of policies and is identifying opportunities to undertake policy reviews,</p>	<p>Because of raised knowledge and awareness O&S has a better understanding of poor or ineffective policy implementation and as a consequence its work has become more sharply focused with clear recommendations for improvement.</p>	<p>O&S identifies instances where agreed policies are not being implemented effectively and recommends appropriate remedial action to whomever is responsible within or outside the council.</p>
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Evidence:

- Two Performance Management Scrutiny Committee meetings per annum the first meeting sets the priorities for the year and the second will monitor performance.
- Task and Finish group reviews – Youth Unemployment proposed by Council, a review on Business Support was proposed by Members of Regeneration Scrutiny Committee and review on Child Poverty was prompted by Chair of Education for Life Scrutiny Committee.
- Reports forwarded to scrutiny committees setting out past and current performance to allow Members to compare or challenge.

Arrangements are hindering improvement	Arrangements are partly supporting improvement	Arrangements are positively supporting improvement	Arrangements are playing a significant role in supporting improvement
Does O&S challenge poor performance and its causes and alert senior officers, the executive, full council or partners to instigate remedial action as appropriate whilst continuing to monitor progress to remedy this?			
<p>24 O&S is unreactive towards poor performance and its causes, and neglects to alert senior officers, the executive, full council or partners as appropriate.</p>	<p>O&S is starting to drill down on issues and members are beginning to identify issues and trends.</p>	<p>O&S is engaging in constructive debate about performance issues, is identifying the right level of information it needs and is becoming increasing able to interpret data and information.</p>	<p>O&S challenges poor performance and its causes and alerts senior officers, the executive, full council or partners to instigate remedial action as appropriate whilst continuing to monitor progress to remedy this.</p>

Evidence:

- Two Performance Management Scrutiny Committee meetings per annum the first meeting sets the priorities for the year and the second will monitor performance.
- Members will ask for further monitoring reports when issues are identified, e.g. sickness absence information – Members requested future reports include historical, contextual data on full time equivalent for comparison.

Arrangements are hindering improvement	Arrangements are partly supporting improvement	Arrangements are positively supporting improvement	Arrangements are playing a significant role in supporting improvement
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When conducting in-depth inquiries/reviews into areas of poor performance, does O&S help shape responses to improve performance and the performance of other public sector providers?

<p>25 When O&S conducts in-depth inquiries into areas of poor performance it is unable to help shape responses and so fails to improve performance or the performance of other public sector providers.</p>	<p>O&S is willing to address poor performance but may be hindered by too much or irrelevant information. However, it is making steady progress and is beginning to recognise performance-related issues and the need for remedial action.</p>	<p>Members' ability to effectively link performance information to priorities, improvement objectives, and the priorities of other public sector providers is developing well, and can point to tangible improvements in performance.</p>	<p>When O&S conducts in-depth inquiries/reviews into areas of poor performance it helps shape responses to improve performance and the performance of other public sector providers.</p>
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Evidence:

- Youth Unemployment: e.g. 'The Council investigate inserting clauses into commissioning contracts for third party providers to encourage companies to provide trainee placements' 'The Local Service Board should include including 'addressing youth unemployment' as a priority in its single plan' 'The Council improve its collaboration with further education colleges for the provision of work placements for students'
- Business Support: e.g. 'In future the review group recommend that any future business unit developments are designed to allow building to be divided into smaller units or amalgamated into larger units' 'Industrial Property develops a procedure to record all complaints from tenants, monitor issues and provide feedback to tenants' 'An additional performance indicator is created for business unit vacancy levels to measure available square footage and make it consistent with the private sector'

Arrangements are hindering improvement	Arrangements are partly supporting improvement	Arrangements are positively supporting improvement	Arrangements are playing a significant role in supporting improvement
Does O&S ensure that the 'voice' of local people and communities across the area is heard as part of local decision and policy-making processes?			
<p>26 O&S does not ensure that the 'voice' of local people and communities is heard as part of local decision-making processes.</p>	<p>As part of its reviews, O&S is making some attempt to seek the views of others. Some use is made of ensuring that views of the public and stakeholders are obtained during its reviews.</p>	<p>O&S has arrangements in place to ensure that the views of local people are gathered routinely during the course of its work.</p>	<p>O&S ensures that the 'voice' of local people and communities across the area is heard as part of local decision and policy-making processes.</p>
Evidence:			
<ul style="list-style-type: none"> • Pre-decision Scrutiny reports must detail consultation responses; there are guidelines available to officers in the consultation and public engagement strategy. • Stakeholders asked to participate in Task and Finish groups; <ul style="list-style-type: none"> – Youth Unemployment Task and Finish Review – Youth Services identified a young unemployed person who took part in the review group workshop and subsequent meeting. – Bereavement Services Task and Finish group – a representative from Cruse Cymru was co-opted onto the group from the outset, had the opportunity to discuss the project terms of reference and project plan. – Non-residential Social Services Charging Task and Finish Review – Co-opted Members from the Voluntary Sector and has consulted with users and carers. – Youth Forum Priority: 'Challenging Peer Pressure to Say no to Drugs and Alcohol' – Members encouraged and supported members of the Youth Forum to take part in test purchases of Alcohol and observed the briefing. A DVD was produced and presented to Scrutiny Committee. • Co-opted Members sit on Scrutiny Committees: Health Social Care & Wellbeing Scrutiny Committee – Users and Carers group representatives, Aneurin Bevan Health Board, Education for Life Scrutiny Committee – Church School representative, Parent Governor representatives, Trade Union Representatives and Caerphilly Governors Association representative. • Crime and Disorder Scrutiny Committee – Outside Bodies representatives include: Wales Probation Trust, Caerphilly Local Health Board, Gwent Police Authority, Chair Safer Caerphilly Community Safety Partnership and South Wales Fire and Rescue Service. • Prosiect Gwyrd Call for Evidence – 17 stakeholders provided written evidence and the following were invited to give oral evidence, Welsh Government, Environment Agency Wales, Friends of the Earth, Cardiff Against the Incinerator, Health Protection Agency, Environmental Services Association, Charter Institute of Environmental Health, Stop Newport Incinerator, South Wales Without Incineration Network and Professor Vyvyan Howard – University of Ulster. 			

Arrangements are hindering improvement	Arrangements are partly supporting improvement	Arrangements are positively supporting improvement	Arrangements are playing a significant role in supporting improvement
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Does O&S enhance democratic accountability through regular, robust, constructive and public challenge of local decision-makers/deliverers of services in the local area (including other public service providers/providers of 'shared services')?

<p>27 O&S weakens democratic accountability through its inactivity and inconsistency, failing to challenge local decision-makers/deliverers of services in the local area (including other public service providers/providers of 'shared services').</p>	<p>O&S is becoming more challenging and is beginning to hold others to account, although this may be more apparent within the council than with other external providers.</p>	<p>O&S is developing a professional, respectful, open and non-confrontational relationship with others and is promoting a strong culture of accountability.</p>	<p>O&S enhances democratic accountability through regular, robust, constructive and public challenge of local decision-makers/deliverers of services in the local area (including other public service providers/providers of 'shared services').</p>
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Evidence:

- Reports requested by members e.g. 'Procurement Related Savings', presentation on Ambulance Response Times by Regional Director SE Wales Ambulance Service', 'Pregnancy Rates and Education Initiatives' provided by Aneurin Bevan Health Board, ' Report on Supported Housing Project' provided by Community Safety Partnership,
- Joint Scrutiny is very important CCBC leads on Prosiect Gwyrdd Joint Scrutiny Panel, Social Services JSP, Education Achievement Service JSP, SDF Local Procurement project.