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Am unrhyw ymholiad yn ymwneud â'r agenda hwn cysylltwch â Emma Sullivan
(Rhif Ffôn: 01443 864420 Ebost: sullie@caerphilly.gov.uk)

Dyddiad: Dydd Iau, 21 Medi 2017

Annwyl Syr/Fadam,

Bydd cyfarfod **Pwyllgor Gwasanaethau Democrataidd** yn cael ei gynnal yn **Ystafell Sirhywi, Tŷ Penallta, Tredomen, Ystrad Mynach** ar **Dydd Iau, 28ain Medi, 2017** am **5.00 pm** i ystyried materion a gynhwysir yn yr agenda canlynol. Mae croeso i chi ddefnyddio'r iaith Gymraeg yn y cyfarfod, a dylid rhoi cyfnod rhybudd o 3 diwrnod gwaith os ydych yn dymuno gwneud hynny. Bydd cyfieithu ar y pryd yn cael ei ddarparu ar gais

Yr eiddoch yn gywir,

Chris Burns

Chris Burns
PRIF WEITHREDWR DROS DRO

A G E N D A

Tudalennau

1   I dderbyn ymddiheuriadau am absenoldeb

2   Datganiadau o Ddiddordeb.

Atgoffi'r Cynghorwyr a Swyddogion o'u cyfrifoldeb personol i ddatgan unrhyw fuddiannau personol a/neu niweidiol mewn perthynas ag unrhyw eitem o fusnes ar yr agenda hwn yn unol â Deddf Llywodraeth Leol 2000, Cyfansoddiad y Cyngor a'r Cod Ymddygiad ar gyfer Cynghorwyr a Swyddogion.

I gymeradwyo a llofnodi'r cofnodion canlynol:-

A greener place   Man gwyrddach

Correspondence may be in any language or format | Gallwch ohebu mewn unrhyw iaith neu fformat

Cylchrediad:
Cynghorwyr C. Andrews, P.J. Bevan, D. Cushing, W. David, D.T. Davies (Is Gadeirydd),
Mrs C. Forehead, A. Hussey, L. Jeremiah, G. Kirby, C.P. Mann (Cadeirydd), Mrs G.D. Oliver,
Mrs M.E. Sargent, G. Simmonds, C. Thomas, R. Whiting a W. Williams

A Swyddogion Priodol

DEMOCRATIC SERVICES COMMITTEE

MINUTES OF THE MEETING HELD AT PENALLTA HOUSE, YSTRAD MYNACH
ON WEDNESDAY 31ST MAY 2017 AT 5:00PM

PRESENT:

Councillor C.P. Mann - Chair
Councillor D.T. Davies Vice-Chair

Councillors:

C. Andrews, D. Cushing, W. David, Mrs C. Forehead, A. Hussey, L. Jeremiah, G. Kirby, Mrs G. D. Oliver, Mrs M.E. Sargent, G. Simmonds, R. Whiting and W. Williams.

Together with:

C. Forbes-Thompson (Interim Head of Democratic Services), J. Tyler (Administrative Assistant) and E. Sullivan (Interim Scrutiny Officer).

1.   APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors P. J. Bevan and C. Thomas.

2.   DECLARATIONS OF INTEREST

There were no declarations of interest made at the beginning or during the course of the meeting.

3.   MINUTES

RESOLVED that the minutes of the meeting held on the 1st March 2016 be approved as a correct record and signed by the Chair.

REPORTS OF OFFICERS

4.   ANNUAL REPORT FOR DEMOCRATIC SERVICES

Mrs C. Forbes-Thompson, Interim Head of Democratic Services presented the report which set out the current services and support provided to Members, along with an overview of how the resources within the Democratic Services Team were being maximised.

Members were reminded of the different support functions undertaken by the Democratic Services Team which were noted to include Committee Services, Members Training and Development, Scrutiny, Cabinet Support, Civic Office as well as general support in terms of typing services, printing, copying and stationery supplies.

It was noted that Committee Services had facilitated 193 committee meetings over the last 12 months and successfully implemented the requirements of the Welsh Language Standards regarding the publication of all public meeting agendas in Welsh and that Cabinet minutes are also made available in Welsh.

In relation to Members training and support, Members were advised that a full review would be presented to the Committee in September 2017. Mandatory, Recommended and Requested training opportunities have been made available throughout the year and 5 Members Seminars had also been organised. Subjects covered by the seminars included Medium Term Financial Planning, Rent Smart Wales, City Deal Programme and the Launch of the Corporate Parenting Handbook.

Mrs Forbes-Thompson provided an overview of the support provided to Scrutiny which included the presence of the Scrutiny Manager, Scrutiny Officer or Solicitors at all meetings. A Task and Finish Group to consider the Operation and Management of the Council Owned Car Parks had also been established this year and a report would be presented to the Regeneration and Environment Scrutiny Committee on the outcome of the data gathered to date and a way forward for the Group as a result of the local government elections and the impact on the group's membership.

The Wales Audit Office Scrutiny Review that commenced in 2015 will be concluded shortly with a final report presented to the Scrutiny Leadership Group in due course. The report will include feedback on the outcome of the recent peer review process undertaken in conjunction with Monmouthshire and Newport Councils.

The relocation of Mrs Joy Thomas, Civic Office Assistant, to the Cabinet Office was noted. The requirement of an additional Officer to cover webcasting requirements and the additional demand that this placed on the section was acknowledged. Mrs Forbes-Thompson confirmed that viewing figures continued to be low and alternative broadcast methods would be looked at when the current contract comes to an end.

The Committee were advised that 100% of Members that were eligible to produce an Annual Report last year had done so and Caerphilly continued to be one of the only councils to consistently achieve this publication rate.

IT options had been reviewed and equipment demonstrated both to this committee and at the recent induction marketplace meet and greet session. The smaller lap-top with detachable screen seemed to be a very popular option and would enable the use of the Mod. Gov ap which allowed users to both read, annotate and download meeting papers on and offline.

The Induction Programme for new Members was progressing well and the role of Mrs Emma Sullivan in the planning and organisation of the marketplace meet and greet event was noted.

In conclusion Mrs Forbes-Thompson acknowledged the work of the various staff Members, including Helen Morgan, Senior Committee Services Officer, Karen Green, Cabinet Office PA, Mark Harris, Chauffeur in the wider provision of support for Members and introduced Jade Tyler newly appointed Administrative Assistant to the committee. It was noted that Jade would be the primary contact for Members stationery requirements.

The Chair thanked Mrs Forbes-Thompson and Members questions were welcomed.

A Member queried if the webcast was being advertised given the low number of viewers. Mrs Forbes-Thompson confirmed that this was done via the website and the Councils Facebook page and Twitter feed. She also advised that an archive of the last 18 months of webcast meetings was available and confirmed that the process would be reviewed. Members were advised that Monmouthshire Council used the You-Tube platform for broadcasting, which although did not include the functionality of the Public I system was cost neutral. Members commented on the poor quality of the audio on current webcasts and were advised that this was due to the difficulty in achieving a balance between volume and feedback.

A Member raised concern with regard to the current and continuing workload of the Democratic Services team and sought reassurances that should this become more intensive that this committee be informed. Mrs Forbes-Thompson acknowledged that the present workload was challenging and was being carefully managed and forward planning in this regard had been undertaken and following the completion of the induction process should see this become more balanced.

A query was raised in relation to electronic voting and when the system would be reintroduced. Mrs Forbes-Thompson confirmed that the previous trial of the system had left Members less than confident in its use, however, further training on its use would be offered in due course and Member seminars would be utilised as training sessions to provide more practice opportunities with the system.

Having fully considered the report and its content it was moved and second that the Annual Report for Democratic Services be noted and by show of hands this was unanimously agreed.

      RESOLVED that the Annual Report for Democratic Services be noted.

5. **TRAINING AND INDUCTION (VERBAL UPDATE)**

Mrs Emma Sullivan, Interim Scrutiny Officer provided a verbal update on Members Training and the Induction process.

Mrs Sullivan advised that the Induction Programme was now almost half way through and confirmed that the feedback received on the Marketplace meet and greet event had been very positive. Mandatory training sessions had been very well attended and mop-up sessions would be offered to those unable to attend, these would be offered in either a small group setting or 1-2-1 session depending on the needs and availability of Members.

In terms of training the Officer confirmed that the requested training needs analysis questionnaire would be compiled over the next couple of weeks and would include a skills audit section for the first time. This would allow the training offered to be more tailored to Councillors individual needs and aspirations and hopefully provide a more rounded training experience. A report on the outcome of the questionnaire would be presented to this committee in September. Members were also advised that the renewal process for the WLGA Charter for Members Support and Development would begin later in the year for completion in January 2018.

Members were referred to a handout circulated at the meeting on the National Training Framework on Violence against Women, Domestic Abuse and Sexual Violence and the proposed specialised subject syllabus for Councillors. This mandatory training would be rolled out to Members during October 2017 and was comprised of an e-learning awareness raising module, approximately 45 minutes in duration and a series of short video clips. The political group room computers would be utilised for the on-line segment of the training and Councillors would be fully supported by Democratic Services staff in terms of logging in to the system and printing the required certificate of completion. The video clips would then be played prior to a meeting of Council to try and maximise attendance, with additional sessions

offered depending on the numbers outstanding. More IT literate Members may wish to complete the training at home and will be assisted to do so, however those completing the training off site would be required to forward a copy of the certificate generated at the end of the module to Democratic Services in order to evidence completion.

The Chair thanked the Officer for the update and full discussion ensued.

Members welcomed the proposed National Training Framework syllabus as a much needed awareness raising strategy.

A Member queried if alternative methods of training delivery had been looked at for the mandatory sessions. Mrs Sullivan confirmed that the Code of Conduct training had been recorded and would be offered along with handouts to those Members who find that they cannot attend any of the alternative sessions scheduled. In terms of the Information Governance training, Members have expressed the wish to continue with facilitator led sessions for this subject as the questions and comments made by other Councillors often highlight similar experiences and they find this of great value. Alternative methods of delivering training will also form part of the training needs analysis which will be used establish Members preferences and try to secure training solutions without losing this value.

Having fully considered its content the Democratic Services Committee noted the update.

6. **ANNUAL REPORTS FOR ELECTED MEMBERS 2016/17 (VERBAL UPDATE)**

Mrs Emma Sullivan, Interim Scrutiny Officer provided an update on the progress of the Annual Reports for Elected Members 2016/17.

Members were advised that the templates for 2016/17 would be circulated shortly and as in previous years would be pre-populated with Councillors committee membership, outside body membership, attendance and training records, with a space left to add in constituency activity. Once again the information for inclusion would be accepted in any format and there would be provision for Councillors wising to come in and complete their report on a one to one basis. Members were reminded that completed reports needed to be returned by the first week of July in readiness for publication on the 31st July 2017.

The Chair thanked the Officer for her update and Members questions were welcomed.

A Member queried if Annual Reports were publicly available and was advised that they could be viewed via the Councillors profile page on the website.

A Member queried if non-returned or new Members would be required to produce an Annual Report and the Officer confirmed that only returning Councillors who have been in office for 12 months would be required to complete an Annual Report.

Having full considered the content the Democratic Services Committee noted the update.

Approved as a correct record subject to any amendments or corrections agreed and recorded in the minutes of the meeting held on 28th September 2017 there were signed by the Chair.

The meeting closed at 17:50pm

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CHAIR

DEMOCRATIC SERVICES COMMITTEE - 28TH SEPTEMBER 2017

SUBJECT: UPDATE ON THE COUNCIL'S CONSTITUTION

REPORT BY: INTERIM HEAD OF LEGAL SERVICES AND MONITORING OFFICER

1. PURPOSE OF REPORT

1.1 To provide the Committee with a six monthly update and overview of the Council's Constitution.

2. SUMMARY

2.1 To provide the Committee with an update and overview of the Council's Constitution.

3. LINKS TO STRATEGY

3.1 The requirement it establish and maintain the Council's Constitution is set out in the Local Government Act 2000 and contributes to the following Well-being Goals within the Well-being of Future Generations Act (Wales) 2015 as it sets out how the Council operates, how decisions are made and the procedures which are followed to ensure that these are efficient, transparent and accountable to local people. It sets the framework for the decision making roles and responsibilities which will impact on future generations.

- A prosperous Wales
- A resilient Wales
- A healthier Wales
- A more equal Wales
- A Wales of cohesive communities
- A Wales of vibrant culture and thriving Welsh language
- A globally responsible Wales.

4. THE REPORT

Background

4.1 The Council's Constitution was formally adopted by full Council in May 2002. It sets out how the Council operates, how decisions are made and the procedures which are followed to ensure that the decision making processes are efficient, transparent and available to local people. The Constitution is a 'living document' in that it is constantly being updated and revised to reflect new government legislation and improvements and changes in procedures gained in light of experience.

4.2 Members will recall that at its meeting on 12th May 2016, Council endorsed the following recommendations:

(a) the Council's Interim Head of Legal Services/Monitoring Officer provide six monthly updates to the Democratic Services Committee on the Council's Constitution; and

(b) the Terms of Reference of the Democratic Services Committee was revised to include the role of overseeing the Council's Constitution.

Updates to the Constitution

4.3 The purpose of this report is to provide the Committee with its second six monthly update regarding the Council's Constitution as outlined in the recommendation set out at paragraph 4.2(a) above.

4.4 As mentioned above, the Constitution is a "living document" and as such changes made as and when required to incorporate for example alterations to delegations, terms of reference of committees or the addition of new legislation. In this respect a number of changes have been made to the Constitution in the last six months, all of which have been considered and endorsed by Full Council. The changes are set out in Appendix 1 to this report.

4.5 Members were advised in the report presented on 1st March 2017 that changes were in the process of being made to the Constitution regarding the structure, roles and responsibilities of the licencing committees. These changes have now been made and are referenced in Appendix 1 following the report to Council on 24th January 2017.

4.6 In addition, Members were advised that prior to the AGM, Heads of Service would be consulted as to whether any changes were required to the Scheme of Delegation. The proposed changes were subsequently endorsed at the AGM on 18th May 2017.

4.7 Members will be aware that the Council Agenda now includes a statement confirming that the use of the Welsh language is welcome at the meeting subject to the requirement that a minimum notice period of 3 working days is required to do so. In addition a simultaneous translation will be provided if requested. As a result of these arrangements it will be necessary to make minor amendments to the Protocol for Webcasting of Council Meetings, which is contained in the Constitution; this currently states that at least a five day notice period is required. In order to regularise the position a formal Report will be referred to Council to update the Constitution to reflect the new arrangements.

4.8 Members are asked to note the contents of the report.

5. **WELL-BEING OF FUTURE GENERATIONS**

5.1 This report contributes to the Well-being Goals as set out in Links to Strategy above. It is consistent with the five ways of working as defined within the sustainable development principle in the Act in that the Constitution sets out a clear framework for how the Council operates in particular the decision making responsibilities, which will consider the positive and negative impacts on future generations, long term resilience, economic, environmental and social capital.

6. **EQUALITIES IMPLICATIONS**

6.1 There are none arising from this report.

7. FINANCIAL IMPLICATIONS

7.1 There are none arising from this report.

8. PERSONNEL IMPLICATIONS

8.1 There are none arising from this report.

9. CONSULTATIONS

9.1 This report has been circulated to the consultees for information only.

10. RECOMMENDATIONS

10.1 That Committee note the content of this report.

11. REASONS FOR THE RECOMMENDATIONS

11.1 To update members of the Committee in accordance with their terms of reference.

12. STATUTORY POWER

12.1 Local Government Act 2000.

Author: Lisa Lane, Corporate Solicitor
Consultees: Chris Burns, Interim Chief Executive
Nicole Scammell, Acting Director of Corporate Services and Section 151 Officer
Gail Williams, Interim Head of Legal Services and Monitoring Officer
Cath Forbes-Thomson, Interim Head of Democratic Services
Cllr Barbara Jones, Deputy Leader and Cabinet Member for Finance Performance and Governance

Background Papers:
The Council's Constitution is available on the Council's Website and in the Members Library

Gadewir y dudalen hon yn wag yn fwriadol

Part 2 Sets Out The Articles Of The Constitution.	
Report to Council 24th January 2017	Terms of Reference for Taxi & General Committee and Licensing and Gambling Committee amended and updated.
Report to Council 13th June 2017	Amendments to Executive Functions and Portfolios.
Part 3 Sets Out The Scheme Of Delegation	
Report to Council 24th January 2017	Changes to the Scheme of Delegation to correspond with respective changes to the Taxi and General and Licensing and Gambling Committees referred to in Part 2 above.
Report to Council 31st January 2017	Scheme of Delegation amended to include Cardiff Capital Region City Deal.
Report to the Council's AGM 18th May 2017	Terms of Reference of the Taxi & General Committee amended to include Mobile Homes legislation.
Report to the Council's AGM 18th May 2017	Various changes to the Scheme of Delegation.
Report to Council 31st July 2017	Change to Scheme of Delegation in relation to Cardiff Capital Region City Deal.
Part 4 sets out the Rules of Procedure	
Report to the Council's AGM 18th May 2017	Rules of Procedure updated regarding quorum for Planning Committee and prohibition of use of substitute members.
Report to Council 13th June 2017	Change to term of office of Leader extended to 5 years from Local Government Elections in May 2017
Part 5 Sets Out The Codes and Protocols	
Report to the Council's AGM 18th May 2017	Updated Monitoring Officer Protocol added.

Gadewir y dudalen hon yn wag yn fwriadol

DEMOCRATIC SERVICES COMMITTEE – 28TH SEPTEMBER 2017

SUBJECT: SCRUTINY REVIEW: SCRUTINY SELF EVALUATION AND PEER REVIEW

REPORT BY: ACTING DIRECTOR OF CORPORATE SERVICES AND SECTION 151 OFFICER

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1.   **PURPOSE OF REPORT**

1.1   For Democratic Services Committee to be informed of the outcome of the scrutiny self-evaluation and peer review and note the recommendation of Scrutiny Leadership Group, to be reported to full Council.

1.2   Democratic Services Committee are asked to consider if any further recommendations to Council are necessary.

2.   **SUMMARY**

2.1   This report sets out the outcome of the scrutiny self-evaluation and the peer review, Democratic Services Committee is asked to comment on the outcome of the review and consider any recommendations to Council.

2.2   Scrutiny Leadership Group considered the outcome and recommended that a scrutiny self-evaluation exercise is carried out twice per council term in order to provide ongoing feedback and monitoring of scrutiny arrangements.

2.3   Democratic Services Committee are asked to note the action as a result of the Annual Governance Statement to ensure that scrutiny committees have an opportunity to consider reports on the Cabinet Forward Work programme as pre-decision items.

3.   **LINKS TO STRATEGY**

3.1   The operation of scrutiny is required by the Local Government Act 2000 and subsequent Assembly legislation.

3.2   The self-evaluation proposals contribute to the following Well-being Goals within the Well-being of Future Generations Act (Wales) 2016 by ensuring that scrutiny function evaluates its effectiveness and identifies areas for improvement. An effective scrutiny function can ensure that council policies are scrutinised against the following goals:

   •   A prosperous Wales
   •   A resilient Wales
   •   A healthier Wales
   •   A more equal Wales
   •   A Wales of cohesive communities
   •   A Wales of vibrant culture and thriving Welsh language

- A globally responsible Wales

4. THE REPORT

SELF-EVALUATION

4.1   The Scrutiny Review agreed by full Council on the 5th October 2015 included a recommendation to carry out a self-evaluation 12 months after the changes had been agreed.

4.2   Scrutiny Leadership Group (SLG) considered the methodology for a self-evaluation of the scrutiny function and agreed to measure the effectiveness of scrutiny against an established set of characteristics for good scrutiny at its meeting on 27th October 2016. These Outcomes and Characteristics of Effective Scrutiny in Local Government had previously been endorsed by full Council in October 2013, as its strategic vision for a scrutiny function. Therefore these characteristics were used as a basis for the questionnaire.

4.3   The questionnaire was issued to all 73 Members and senior officers on 11 November 2016 with a deadline of 9th December 2016. The outcome of the questionnaire was reported to SLG on 26th January 2017 with a response rate for Members of 38% (28 out of 73 responses).

4.4   Scrutiny Leadership Group considered the responses and asked that the questionnaire be circulated again to Members to encourage more responses. This resulted in one additional response from a scrutiny member and gave an overall Member response rate of 40% (29 out of 73 responses). The questionnaire was anonymous therefore non-respondents could not be identified to encourage their response. The following table gives a breakdown of total responses received:

Breakdown of Responses Received

Respondent	Responses	Percentage of overall responses
Scrutiny Member	24	36%
Cabinet Member	2	3%
Non-scrutiny member	3	5%
Total Members	**29**	**44%**
Officers (105)	36	55%
Not indicated	1	1%
Totals	**66**	**100%**

4.5   The questionnaire was made up of three sections, Scrutiny Environment; Scrutiny Practice and Impact of Scrutiny. Each section set out a series of statements and asked respondents to indicate if they 'Strongly Disagreed' 'Disagreed' 'Agreed' 'Strongly Agreed' or 'Don't Know', however not all respondents answered every question. There was also the opportunity to give comments at the end of each section. In some instances there were some incomplete responses to the questions in a section; therefore not all sections added up to 100%.

4.6   A summary of the responses from Members are highlighted below:

Scrutiny Environment

- 82.5% considered that scrutiny has a clearly defined and valued role in the council's improvement arrangements and has the dedicated officer support it needs.
- Almost 90% of Members agreed that they have the training and development opportunities they need to undertake their role effectively.
- 72% felt that the Executive and CMT recognise scrutiny as an important council mechanism for community engagement.

Scrutiny Practice

- 69% considered that task and finish groups are non-political but 24% disagreed, however 79% felt they were methodologically sound as opposed to 14% who disagreed.
- 83% agree that forward work programmes are member-led and scrutiny committees have ownership with 14% disagreeing.
- 80% consider that stakeholders have the ability to contribute to the development and delivery of scrutiny forward work programmes. 7% disagreed with 14% responding with 'don't know'.
- 86% consider that scrutiny meetings are well planned and 76% consider them to be chaired effectively.
- 45% consider that scrutiny operates non-politically, however 48% disagreed with this statement.
- 76% consider that scrutiny deals effectively with, sensitive political issues, tension and conflict. However 17% disagreed.
- In terms of scrutiny building trust and good relationships with stakeholders, 76% of Members agreed with this statement for internal stakeholders (17% disagreed) and 69% agreed for external stakeholders,(24% disagreed).

Impact of Scrutiny

- 76% agreed that scrutiny regularly engages in evidence based challenge of decision makers, with 72% agreeing in terms of challenging service providers.
- 69% consider that scrutiny provides viable and well evidenced solutions to recognised problems. However 21% disagreed with this statement.
- 72% agreed that non-executive members provide an evidence based check and balance to Executive decision making, with 21% disagreeing.
- 66% agreed that decision makers give public account for themselves at scrutiny committees for their portfolio responsibilities. However 28% disagreed with this statement.
- 69% considered that scrutiny enables the 'voice' of local people and communities across the area to be heard as part of decision and policy-making processes, with 24% disagreeing.

PEER REVIEW

4.7   Arrangements for a peer review were made with Members at Newport City Council and Monmouthshire County Council and to take part in reciprocal peer evaluations. The Welsh Local Government Association agreed to assist each group to carry out the observations

4.8   Wales Audit Office provided a briefing for peer group members where Members were briefed on the good practice identified during the National WAO Scrutiny Study and the WAO report 'Good Scrutiny? Good Question.' The WAO identified some of the practice across Wales which could be useful as prompts for Members during the peer observations.

- Recognising the value and status of scrutiny has been mixed across Wales.
- Cabinet Members being held to account at scrutiny committee meetings.
- Officer support, what is the culture of wider officer support and quality of information.
- Recognising the role of Co-opted Members, are they used effectively?
- Good planning focussed work programme that is aligned to Cabinet work programme and improvement agenda.
- Effective use of pre-meetings, not too many items, Members are prepared.
- Impact of Scrutiny, understanding of the role and purpose.
- Quality of information from officers to enable scrutiny to be engaged, options, costs, involvement of stakeholders. Performance information analysis to include previous years data and comparisons.
- Effective chairing, to ensure questions are focussed and on topic, summarise at the end and establish next steps.

- Good questioning, thematic, challenging and focussed with follow up supplementary questions.
- Accessibility and public engagement - are the basics in place such as introductions and nameplates.
- How easy is it for the public to become involved, access to work programmes? What public involvement is there for service change proposals, has there been adequate consultation?

4.9 The peer observations took place between February and April 2017. The following committees were observed:

- Policy and Resources Scrutiny Committee on 28th February 2017.
- Health Social Care and Wellbeing Scrutiny Committee on 21st March 2017.

4.10 The peer observers were provided with observation sheets based on the Outcomes and Characteristics of Effective Scrutiny. The observation sheets included statements under scrutiny environment, scrutiny practice and the impact of scrutiny. The assessments were as follows:

Scrutiny Environment	P & R	HSCWB
Scrutiny has a clearly defined and valued role in the council's improvement arrangements (based upon the observation of this meeting)	Agreed	Agreed
Scrutiny has the dedicated support it needs from officers (based upon the observation of this meeting)	Strongly Agreed	Strongly Agreed
Scrutiny members appear to have effective training and development opportunities, evidenced through their questioning, listening and analysis skills and understanding of the subject under scrutiny	Agreed	Agreed
Conclusion	Arrangements are positively supporting improvement.	Arrangements are positively supporting improvement.
Scrutiny Practice		
Scrutiny takes into account the views of the public, partners and regulators, balancing the prioritisation of community concerns against issues of strategic risk/importance	Agreed	Don't Know
Overview and scrutiny meetings, activities and work programmes are well-planned (based on observation of this meeting)	Strongly Agreed	Don't Know
Overview and scrutiny meetings and activities are chaired effectively	Strongly Agreed	Agreed
Overview and scrutiny meetings demonstrate through their activities the best use of the resources available	Don't Know	Disagreed
Scrutiny operates non-politically and deals effectively with sensitive political issues, tension and conflict	Strongly Agreed	Agreed
Scrutiny builds trust and good relationships with a wide variety of internal and external stakeholders (based on observation of this meeting)	Strongly Agreed	Don't Know
Conclusion	Arrangements are playing a significant role in supporting improvement	Arrangements are partly supporting improvement
Impact of Scrutiny		
Scrutiny engages in evidence based challenge of decision makers (based on observation of this meeting)	Agreed	Disagreed
Scrutiny engages in evidence based challenge of service	Agreed	Strongly

providers (based on observation of this meeting)		Agreed
Scrutiny provides viable and well evidenced solutions to recognised problems (based on observation of this meeting)	Don't Know	Don't Know
Non-executive members provide an evidence based check and balance to Executive decision making.	Agreed	Agreed
Decision makers give public account for themselves at scrutiny committees for their portfolio responsibilities.	Strongly Agreed	Agreed
Overview and scrutiny enables the 'voice' of local people and communities across the area to be heard as part of decision and policy-making processes.	Agreed	Don't Know
Conclusion	Arrangements are positively supporting improvement	Arrangements are partly supporting improvement

4.11 The detailed observation sheets are attached at appendix 1 and 2, which gives further detail and clarification for the above responses. The main areas for consideration by Democratic Services Committee are as follows:

Policy and Resources Scrutiny Committee

Statement	Extract of Peer Comments
Scrutiny has a clearly defined and valued role in the council's improvement arrangements (based upon the observation of this meeting)	'The Cabinet Members' apparent commitment to and relationship with scrutiny was observed by the peer team, however, the peer team noted that the Cabinet Members were in attendance throughout the meeting (at least the parts of the meeting observed by the peer team) and wondered whether it would provide clearer 'demarcation' of responsibilities if they attended only for their specific items (although the peer team understood that cabinet members also wanted to remain for the presentation from BT).'
Scrutiny has the dedicated support it needs from officers (based upon the observation of this meeting)	'Several senior officers were in attendance at the committee meeting, which presumably is a customary approach, though it was noticeable that Cabinet Members answered most of the committee's questions, with officers providing only technical clarifications; the peer team regarded this as a positive approach as it showed clear political leadership.'
Scrutiny members appear to have effective training and development opportunities, evidenced through their questioning, listening and analysis skills and understanding of the subject under scrutiny	'The peer team noted that some members were more involved than others during the meeting; this might be due to different levels of confidence or engagement or whether this was due to the wide policy breadth covered by the committee and that members may have different interests and specialisms, which might not have been applicable or relevant to the specific housing matters under consideration at this meeting.'
Overview and scrutiny meetings demonstrate through their activities the best use of the resources available	'Some peer members questioned why some senior officers attended throughout the meeting, despite only having limited agenda items, but on balance it was felt that they may

| | have benefited from observing the debate and views of members.' |

Health Social Care & Wellbeing Scrutiny Committee

Statement	Peer Comments
Scrutiny members appear to have effective training and development opportunities, evidenced through their questioning, listening and analysis skills and understanding of the subject under scrutiny	Some evidence was seen of members asking relevant and constructive questions. In some cases it was not always clear what the purpose of asking the questions was and sometimes comments were made rather than asking questions.
Scrutiny takes into account the views of the public, partners and regulators, balancing the prioritisation of community concerns against issues of strategic risk/importance	This was not observed at the meeting. It was interesting to have young people presenting. Although the committee did not appear to respond to their requests for feedback. In other meetings, there might be opportunities to question the Health Board.
Overview and scrutiny meetings and activities are chaired effectively	The chair conducted a pre meeting, made people feel welcome, introduced those present and effectively summarised contributions. However no evidence was seen at this meeting of the chair clarifying the purpose of agenda items and encouraging the committee to achieve outcomes.
Overview and scrutiny meetings demonstrate through their activities the best use of the resources available	The observers noted that time was wasted, particularly officer time, they could have attended for their agenda items only. Opportunities to make recommendations and challenge witnesses were also not taken.
Scrutiny engages in evidence based challenge of decision makers (based on observation of this meeting)	There was no evidence of questioning or challenge of Cabinet members at this meeting although opportunities were available.

Annual Governance Statement

4.12 The Annual Governance Statement for 2016/17 highlighted an area for improvement identified in the review of the Council's governance arrangements during 2016/17. The review had suggested an improvement to existing processes in respect of the operation and maintenance of the cabinet forward work programme.

4.13 A procedure has been developed to monitor all reports on the cabinet work programme which will record when report titles are added and if scrutiny committees have had sufficient time to consider them as a pre-decision item. This will be monitored by Corporate Management Team and the Corporate Governance Group with updates provided for Audit Committee.

Scrutiny Leadership Group

4.14 Scrutiny Leadership Group (SLG) considered the outcome of the self-evaluation and peer review and generally accepted the responses. There were some concerns that just 45% of respondents consider that scrutiny operates non-politically (48% disagreed). SLG discussed the annual training provided to all scrutiny committees which includes the Characteristics of Effective Scrutiny, and reminds all committee members that good scrutiny 'operates non-politically and deals effectively with sensitive political issues, tension and conflict.' The training also reminds all committee members of the Attributes of Good Scrutineers who 'are not political in their approach to subjects.'

4.15   Each Scrutiny committee was provided with training as part of the post-election induction programme from May 2017, this training covers the terms of reference and good practice. Members who sit on more than one scrutiny committee were advised that attendance at more than one training session was not necessary, except where an understanding of the specific terms of reference was required. Listed below are the attendances:

Education for Life Scrutiny Committee
56% of Members were present (9 out of 16). However this has been adjusted to take into account that one of the absent Members had attended the training for Policy and Resources. Therefore the adjusted figure is 60%.

Health Social Care and Wellbeing Scrutiny Committee
62% of Members were present (10 out of 16).

Policy and Resources Scrutiny Committee
50% of Members were present (8 out of 16).

Regeneration and Environment Scrutiny Committee
31% of Members were present (5 out of 16). However this has been adjusted to take into account that one of the absent Members had attended the training for Education for Life. Therefore the adjusted figure is 33%.

Wales Audit Office

4.16   The Wales Audit Office have included a scrutiny related review in their 2017-18 programme of work, this is to be carried out at each of the councils in Wales. The focus is on scrutiny for the future and will explore with councils how 'fit for the future' their scrutiny functions are. The review will consider how councils are responding to current challenges, including the Well-being of Future Generations Act (WFG Act), in relation to their scrutiny activity, as well as how councils are beginning to undertake scrutiny of public service boards.

4.17   WAO will also review the progress councils have made in addressing the recommendations of their earlier National Improvement Study Good Scrutiny? Good Question. They will follow up on proposals for improvement relevant to scrutiny that were issued in any subsequent local reports including those issued to councils as part of the 2016-17 thematic reviews of Savings Planning and Governance Arrangements for Determining Significant Service Changes.

4.18   Caerphilly County Borough Council carried out a review of its scrutiny function during the National Improvement Study Good Scrutiny? Good Question and produced a Scrutiny Improvement Action Plan in 2013. This resulted in recommendations to improve the scrutiny function and included training for members, changes to committee room layout and procedures, improvements to public engagement for scrutiny, performance management reports such as wellbeing objectives to be reported to scrutiny annually and changes to forward work programmes which were published on the council website.

4.19   Full council considered the outcome of a further review of its scrutiny arrangements in October 2015. The aim was to identify further improvement to the operation of scrutiny following recommendations from the Wales Audit Office report 'Follow-up of the Special Inspection and Reports in the Public Interest', dated January 2015. These changes have been evaluated in this report.

4.20   In May 2016 Full Council considered changes to the structure of its scrutiny committees to take into account the statutory requirement to scrutinise the Public Services Board set out in the Wellbeing of Future Generations Act. Council agreed to re-designate the Crime and Disorder Scrutiny Committee as the Partnerships Scrutiny Committee.

WELL-BEING OF FUTURE GENERATIONS

5.1   This report contributes to the well-being goals as set out in links to strategy above. It is consistent with the five ways of working as defined within the sustainable development principle in that by carrying out a self-evaluation and taking part in a peer observation the scrutiny function will be better able to identify areas for improvement. This should ensure that the scrutiny function is more effective when reviewing services and policies and ensure it considers the wellbeing goals.

6.   EQUALITIES IMPLICATIONS

6.1   This scrutiny self-evaluation included questions on involving a wide range of evidence and perspectives, building trust and good relationships with a wide variety of internal and external stakeholders. This sits alongside protocol and guidance on expert witnesses and task and finish group guidance. The aim was to evaluate the scrutiny function and any further areas for improvement.

7.   FINANCIAL IMPLICATIONS

7.1   There are no financial implications that are not contained in the report.

8.   PERSONNEL IMPLICATIONS

8.1   There are no personnel implications that are not contained in the report.

9.   CONSULTATIONS

9.1   There are no consultation responses not contained in the report.

10.   RECOMMENDATIONS

10.1   Democratic Services Committee to consider the outcome of the self-evaluation and peer review and if there are any further changes to scrutiny to be recommended to Council.

10.2   Democratic Services Committee to note the recommendation to Council by Scrutiny Leadership Group, that the self-evaluation questionnaire is carried out twice per council term in order to measure scrutiny performance.

11.   REASONS FOR THE RECOMMENDATIONS

11.1   To ensure that the changes as a result of the scrutiny review are evaluated and identify if any further improvements are necessary.

12.   STATUTORY POWER

12.1   Section 21 of the Local Government Act 2000

12.2   Local Government (Wales) Measure 2011

Author: Catherine Forbes-Thompson, Interim Head of Democratic Services
Consultees: Chris Burns, Interim Chief Executive
                Nicole Scammell Acting Director Corporate Services and Section 151 Officer
                Gail Williams, Interim Head of Legal Services and Monitoring Officer

Appendices:
Appendix 1   Policy and Resources Scrutiny Committee Peer Observation
Appendix 2   Health Social Care & Wellbeing Scrutiny Committee Peer Observation

Background: Scrutiny Review Council 5th October 2015
                 Scrutiny Improvement Action Plan Council 8th October 2013
                 Good Scrutiny? Good Question! - Auditor General for Wales Improvement Study:
                 Scrutiny in Local Government – 29th May 2014

Gadewir y dudalen hon yn wag yn fwriadol

Scrutiny Peer Review 2017				
Local Authority Caerphilly		**Meeting of Policy and Resources Scrutiny Committee 28th February 2017**		
Peer Observers Newport and Monmouthshire County Council Facilitated by WLGA				
A. Scrutiny Environment				

1. Scrutiny has a clearly defined and valued role in the council's improvement arrangements (based upon the observation of this meeting)

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know

Comments

It was difficult to assess the role of scrutiny in the council's 'improvement arrangements' from observing part of a single meeting, however, the meeting gave the impression that scrutiny is valued within the governance arrangements of the authority. This was evidenced by the fact that attendance was high and 4 cabinet members, including 2 Deputy Leaders were in attendance, and engaged in open and constructive dialogue with the committee, responding positively to proposals from the committee to follow up on correspondence for example. The Cabinet Members' apparent commitment to and relationship with scrutiny was observed by the peer team, however, the peer team noted that the Cabinet Members were in attendance throughout the meeting (at least the parts of the meeting observed by the peer team) and wondered whether it would provide clearer 'demarcation' of responsibilities if they attended only for their specific items (although the peer team understood that cabinet members also wanted to remain for the presentation from BT)

2. Scrutiny has the dedicated support it needs from officers (based upon the observation of this meeting)

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know

Comments

Evidence of preparation and support was seen from scrutiny support officers at the meeting, this included advice to the chair at appropriate points during the meeting and the preparation of comprehensive reports in advance. Many members of the peer team had met or worked with Caerphilly's scrutiny officer previously and all were complimentary and held her in high regard. Several senior officers were in attendance at the committee meeting, which presumably is a customary approach, though it was noticeable that Cabinet Members answered most of the committee's questions, with officers providing only technical clarifications; the peer team regarded this as a positive approach as it showed clear political leadership.

3. Scrutiny members appear to have effective training and development opportunities, evidenced through their questioning, listening and analysis skills and understanding of the subject under scrutiny

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know

Comments

It *appeared* that members have received 'effective training and development' given the effective approach undertaken during the meeting. Questions were varied, well balanced and some were obviously well researched beforehand. Members were proactive in their approach to business, including using the meeting as an opportunity to shape future business with an ad hoc proposal to add to the forward work programme. The peer team noted that some members were more involved than others during the meeting; this might be due to different levels of confidence or engagement or whether this was due to the wide policy breadth covered by the committee and that members may have different interests and specialisms, which might not have been applicable or relevant to the specific housing matters under consideration at this meeting.

Conclusion: please consider which of the following applies:

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

B. Scrutiny Practice

1. Scrutiny takes into account the views of the public, partners and regulators, balancing the prioritisation of community concerns against issues of strategic

risk/importance				
Strongly Disagree	Disagree	**Agree**	Strongly Agree	Don't Know

Comments

This was evidenced at the meeting with the attendance and presentation from a group of tenants' representatives (although it was not clear how regular an occurrence this was). Members generally demonstrated good community knowledge, conveying community concerns and views about particular matters; it was noted that this was managed well and struck a healthy balance of providing a community perspective without appearing overly parochial.

2. Overview and scrutiny meetings, activities and work programmes are well-planned (based on observation of this meeting)

Strongly Disagree	Disagree	Agree	**Strongly Agree**	Don't Know

Comments

Planning and preparation appeared to be very effective; the peer team observed part of the pre-meeting which was well-attended, appeared constructive and the questioning strategy well-managed by the chair; some members' had clearly researched some matters extensively, notably the questioning of the BT representative; and the proposal to amend the Forward Work Programme (as noted above) showed a clear approach to planning for the future. Members' questions appeared to be self-generated rather than 'scripted' by scrutiny officers. The layout of the committee room was noted as being conducive to constructive dialogue and was less adversarial than traditional layouts in council chambers for example.

3. Overview and scrutiny meetings and activities are chaired effectively

Strongly Disagree	Disagree	Agree	**Strongly Agree**	Don't Know

Comments

The chair welcomed guests (including peer team and external witnesses), and had an assured, consensual, constructive approach to managing business. He was clear and firm when business needed to be moved on, when other members needed to be brought in or reminded to focus on the agenda and outcome required. He was also organised and rounded up discussions well, for example, reminding the Cabinet Member of the agreed action regarding the sending of a letter.

4. Overview and scrutiny meetings demonstrate through their activities the best use of the resources available

Strongly Disagree	Disagree	Agree	Strongly Agree	**Don't Know**

Comments

This was not immediately clear at the meeting; there were a number of 'For Information' reports and it was not explicitly clear why the BT item was on the agenda, although it produced an engaging discussion and was probably effective in terms of relationship management. Some peer members questioned why some senior officers attended throughout the meeting, despite only having limited agenda items, but on balance it was felt that they may have benefited from observing the debate and views of members.

5. Scrutiny operates non-politically and deals effectively with sensitive political issues, tension and conflict

Strongly Disagree	Disagree	Agree	**Strongly Agree**	Don't Know

Comments

The committee's business was discharged in a constructive manner; questions were appropriately challenging, but relations between the committee and Cabinet Members was courteous, constructive and respectful. Given the run-up to the elections and the likely political tensions emerging, this approach was commended by the peer team and one peer member noted 'it was difficult to see who belonged to which party'.

6. Scrutiny builds trust and good relationships with a wide variety of internal and external stakeholders (based on observation of this meeting)

Strongly Disagree	Disagree	Agree	**Strongly Agree**	Don't Know

Comments

A number of internal stakeholders (senior members and officers were in attendance) as well as external stakeholders at this meeting, including BT and a tenants group. All were made to feel welcome and questioning was constructive and challenging where necessary.

Conclusion: please consider which of the following applies:

Arrangements are hindering improvement	Arrangements are partly supporting improvement	Arrangements are positively supporting improvement Monmouthshire County Council	Arrangements are playing a significant role in supporting improvement

C. Impact of Scrutiny			

1. Scrutiny engages in evidence based challenge of decision makers (based on observation of this meeting)

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know

Comments

Scrutiny of Cabinet Members and senior officers was effective, with some challenging questions which demonstrated evidence and preparation, for example, a number of examples and issues were highlighted as part of the questions.

2. Scrutiny engages in evidence based challenge of service providers (based on observation of this meeting)

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know

Comments

The scrutiny of the BT representative was similarly effective and appeared based on prior research and evidence from the communities. However, it is not clear how regularly other service providers, other than the council, attend scrutiny meetings.

3. Scrutiny provides viable and well evidenced solutions to recognised problems (based on observation of this meeting)

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know

Comments

This was not evidenced at the meeting.

4. Non-executive members provide an evidence based check and balance to Executive decision making

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know

Comments

Cabinet Members were scrutinised extensively during the meeting; interestingly the focus of questions largely related to the Cabinet Member 'Statements' which were circulated in advance and read out during the meeting rather than on the Committee's Reports which appeared to be largely 'For Information'. The peer team regarded the Cabinet Member statements as an interesting and effective approach to informing members of decisions and developments and encouraging challenge and scrutiny.

5. Decision makers give public account for themselves at scrutiny committees for their portfolio responsibilities

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know

Comments

As noted above, 4 Cabinet Members were in attendance throughout, provided written and verbal updates to the Committee and were receptive to members' challenge and suggestions e.g. a suggestion for the cabinet to write to follow-up on a matter and were receptive to the suggested addition to the forward work programme which was viewed as mutually beneficial.

6. Overview and scrutiny enables the 'voice' of local people and communities across the area to be heard as part of decision and policy-making processes

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know

Comments

As noted above, the committee heard from a tenants' representative group and members raised issues of community concern throughout.

Conclusion: please consider which of the following applies:

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

Gadewir y dudalen hon yn wag yn fwriadol

Scrutiny Peer Review 2017	
Local Authority Caerphilly **Review Team from** **Newport and Monmouthshire** **Facilitated by WLGA**	**Meeting of Health, Social Care and Wellbeing Committee**

A. Scrutiny Environment				
1. Scrutiny has a clearly defined and valued role in the council's improvement arrangements (based upon the observation of this meeting)				
Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know
Comments Some evidence of this was seen with regard to the item on food safety, but the other items, on this occasion, did not provide evidence that Scrutiny had a clear and valued role in improvement arrangements. There was clearly a commitment from members to attend and mostly to participate in the meeting.				
2. Scrutiny has the dedicated support it needs from officers (based upon the observation of this meeting)				
Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know
Comments Much evidence of support was seen from both dedicated scrutiny support officers and other officers at a senior level both at the meeting and in the preparation of information for the committee.				
3. Scrutiny members appear to have effective training and development opportunities, evidenced through their questioning, listening and analysis skills and understanding of the subject under scrutiny				
Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know
Comments Some evidence was seen of members asking relevant and constructive questions. In some cases it was not always clear what the purpose of asking the questions was and sometimes comments were made rather than asking questions.				
Conclusion: please consider which of the following applies:				
Arrangements are hindering improvement	Arrangements are partly supporting improvement	Arrangements are positively supporting improvement	Arrangements are playing a significant role in supporting improvement	

B. Scrutiny Practice				

1. Scrutiny takes into account the views of the public, partners and regulators, balancing the prioritisation of community concerns against issues of strategic risk/importance

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know

Comments

This was not observed at the meeting. It was interesting to have young people presenting. Although the committee did not appear to respond to their requests for feedback. In other meetings, there might be opportunities to question the Health Board.

2. Overview and scrutiny meetings, activities and work programmes are well-planned (based on observation of this meeting)

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know

Comments

This was not evidenced at the meeting, it was not clear to the observers why items were on the agenda, some appeared to be for "consideration" without clear outcomes. No questioning strategy was evidenced.

3. Overview and scrutiny meetings and activities are chaired effectively

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know

Comments

The chair conducted a pre meeting, made people feel welcome, introduced those present and effectively summarised contributions. However no evidence was seen at this meeting of the chair clarifying the purpose of agenda items and encouraging the committee to achieve outcomes.

4. Overview and scrutiny meetings demonstrate through their activities the best use of the resources available

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know

Comments

The observers noted that time was wasted, particularly officer time, they could have attended for their agenda items only. Opportunities to make recommendations and challenge witnesses were also not taken.

5. Scrutiny operates non-politically and deals effectively with sensitive political issues, tension and conflict

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know

Comments

No evidence was seen of the committee acting politically.

6. Scrutiny builds trust and good relationships with a wide variety of internal and external stakeholders (based on observation of this meeting)

Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know

Comments

There were no opportunities to see this at the meeting.

Conclusion: please consider which of the following applies:

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

C. Impact of Scrutiny				
1. Scrutiny engages in evidence based challenge of decision makers (based on observation of this meeting)				
Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know
Comments				
There was no evidence of questioning or challenge of Cabinet members at this meeting although opportunities were available.				
2. Scrutiny engages in evidence based challenge of service providers (based on observation of this meeting)				
Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know
Comments				
This was evidenced in the food standards agency audit.				
3. Scrutiny provides viable and well evidenced solutions to recognised problems (based on observation of this meeting)				
Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know
Comments				
This was not evidenced at the meeting.				
4. Non-executive members provide an evidence based check and balance to Executive decision making				
Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know
Comments				
Some questions were asked about policy throughout the meeting.				
5. Decision makers give public account for themselves at scrutiny committees for their portfolio responsibilities				
Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know
Comments				
Cabinet members provided a verbal update and were available for challenge although this opportunity was not taken on this occasion.				
6. Overview and scrutiny enables the 'voice' of local people and communities across the area to be heard as part of decision and policy-making processes				
Strongly Disagree	Disagree	Agree	Strongly Agree	Don't Know
Comments				
This was not evidenced at this meeting.				
Conclusion: please consider which of the following applies:				
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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DEMOCRATIC SERVICES COMMITTEE - 28TH SEPTEMBER 2017

SUBJECT: MEMBER TRAINING AND DEVELOPMENT PROGRAMME 2018-2020

REPORT BY: ACTING DIRECTOR OF CORPORATE SERVICES AND SECTION 151
             OFFICER

1.   **PURPOSE OF REPORT**

1.1   To report the outcomes of the Members Training Needs Analysis (TNA) and propose a
        prioritised programme of training and development.

2.   **SUMMARY**

2.1   Caerphilly County Borough Council has held the Wales Charter for Member Support and
        Development since 2007. In order to maintain the Charter and in line with the Local
        Government (Wales) Measure 2011, the authority is required to periodically undertake a
        training needs analysis and develop a forward programme of training and development.

3.   **LINKS TO STRATEGY**

3.1   The Council's Member Training and Development Programme is the key initiative in
        discharging the Council's responsibility and commitment to maintain the Wales Charter for
        Member Development and carrying out its statutory duty under the Local Government (Wales)
        Measure 2011 requirements. Most importantly, it supports Members to carry out their roles
        effectively.

3.2   The Members Training and Development Programme contributes to all of the seven Well-
        being Goals within the Well-being of Future Generations Act (Wales) 2015 as it seeks to
        support and develop the Councillor role. A role where they will be called upon to make
        recommendations and decisions that will impact on future generations.

        • *A prosperous Wales*
        • *A resilient Wales*
        • *A healthier Wales*
        • *A more equal Wales*
        • *A Wales of cohesive communities*
        • *A Wales of vibrant culture and thriving Welsh language*
        • *A globally responsible Wales*

4.   **THE REPORT**

        The Training Needs Analysis

4.1   As part of the Charter, a Training Needs Analysis (TNA) was developed and distributed to all
        Councillors, Members of the Standards Committee and Co-opted Members in July 2017. For

the first time this questionnaire also included a skills audit section which was designed to give Members an opportunity to identify any key skills or competencies that they already possess or any specific areas they would like to develop. This skills baseline will allow Democratic Services to improve Member support and enable us to appropriately highlight development opportunities as they come forward, a copy of these documents is attached in Appendix 1 of the report. These opportunities might not necessarily stem from the development programme but also from key partner organisations e.g. the Welsh Local Government Association (WLGA) or the Institute of Licensing (IoL). The outcome of this exercise is detailed within this report and will determine the priorities for future Member development activities over the next 2 years.

4.2   In total 88 forms were distributed (73 to Councillors, 6 Members of the Standards Committee and the 7 Co-opted Scrutiny Committee Members) both electronically and in hard copy.

4.3   45 (51%) were returned in total of those 42 (57%) were completed and returned by Councillors; of the 23 newly elected Councillors 15 (65%) returned responses.

4.4   An overview of responses to the Training Needs Analysis can be found at Appendix 2 and Appendix 3 outlines the Members preference in terms of venues, training and meeting times. A proposed programme of training courses based on these responses is included in Appendix 4.

4.5   It is proposed that the training sessions are held at 5.00pm, as the majority of Members indicated this to be the preferred time. That said, if there is demand for a particular course to be held at another time, alternative arrangements will be made. It is suggested that the training sessions will be delivered by a mix of Officers (for council specific knowledge e.g. Performance and Improvement) and external facilitators (for the more generic or specialist skills based issues e.g. Advanced Media Skills or Communication, Influencing and Negotiation Skills). The majority of Members also indicated the Council Chamber or Penallta Meeting Rooms as their preferred training venues (73%) with only 13% indicating external facilities and 10% identifying e-learning or distance learning options as a preference.

The duration of most of the training on offer will be approximately 2 hours although if we are able to procure the Advanced Media Skills Training it will require a full day session to allow time for the on camera element of the training.

The e-learning modules illustrated within the draft programme (Appendix 4) reflect the training topics where requesting numbers within the training needs analysis were too low to make a tutor led module cost effective but there was enough interest for the online provision to be highlighted. In setting the draft programmes a 30% or above response rate was designated as the threshold for moving the module on to the procurement stage. This was based on a minimum attendance of 12 Members per course which gives best value in terms of cost per head.

The on-line courses will be individually signposted to those who expressed an interest in the subject and Members will shortly be issued with log-on and password facilities which will allow them access to the full range of training courses and materials. New modules are being added all the time and these will be highlighted to Members as they become available via the Members Portal.

4.6   The suggested programme will be procured over the next three months and a final training programme, including dates, times, facilitators and costings will be presented in a further report to the Democratic Services Committee in January 2018 prior to its consideration at Full Council. Should some of the provisionally suggested subject areas prove to be cost prohibitive then alternative options will be looked at and offered within the final programme.

4.7   Members Seminars are not included in the programme but will continue to be organised as and when necessary. The Members Development Annual, Recommended and Mandatory Training programme will also run separately to the TNA requested programme.

4.8   As well as their preferences in relation to meeting times and venues, Members were also asked to provide feedback on the Induction Programme and Marketplace Event. 96% felt that the Market Place Event was either useful or very useful and 63% felt that the Induction Programme was set at about the right level, 33% felt it to be intensive but agreed that all of its aspects were relevant. However 4% (1 responder) felt that it was too intensive and not all the aspects were relevant. This information will be retained and used as a baseline when planning the next induction training programme.

4.9   Members were also asked for any reasons that could prevent them from taking part in the training programme and several noted work (9 responders) and caring commitments (4 responders) as a barrier.

4.10   Question 16 invited Members to identify any other subjects that they would like to include in their support and development and the following subjects were noted: -

- Constitution and Rules of Procedure
- Microsoft Word, Excel and PowerPoint
- Web Navigation and Using the Website
- Finance and Budgeting
- Mod.Gov App
- Diary and Time Management

As the interest in the above subjects was expressed by several Members and that these session could be Officer led, depending on the outcome of the procurement process it may be possible to include these topics in the final programme or amalgamate elements within the other courses e.g. Diary and Time Management skills would blend well with Ward Work and Surgeries and could be procured so that all the elements were present within that single training session. Constitution and Rules of Procedure, Web Navigation and the Mod Gov App could be offered as an 'All Member' training opportunity independently of the training programme. The exception to this would be the Microsoft IT Training which would be the responsibility of Members IT Services. Alyson Jones IT Manager has been informed of the outcome of the TNA. Finance and Budgeting has already been offered as part of the Induction Programme and Members will receive regular seminars on the MTFP and Treasury Management etc. Should feedback from any of the seminars show a need for additional support, further training can be revisited at this time..

4.11   Members were also invited to make comments on the various aspects of the training programme and responses received included: -

"Although I am newly elected I have a lot of management experience to bring to the table… CCBC needs to be mindful of the quality it has in the Chamber and set its training needs accordingly."

"I would like to have more understanding of the Councils' Constitution and the Councils' Regional Role."

"More engagement of backbench Councillors with their relevant experience, ability and skills lots of ability not tapped into…"

"Not to feel excluded if not in the ruling group. More Chairs/Vice Chairs of Scrutiny from opposition groups, more partnership working…"

"We need to keep up to date with legislation changes and how they affect the different departments of the Council…"

"It is hard to arrange time out of my day employment at short notice for training or a meeting. If schedules can be made available in advance I may be able to arrange a shift change or time off added to the work rota."

Skills Audit

4.12   For the first time a Councillor Skills Audit was incorporated into the TNA, as a baseline record of the types of skills and abilities Members possess that do not necessarily stem from their Councillor role. The audit will enable us to offer more personalised future training opportunities and recommendations that will be invaluable for the aspirational development of the individual Councillor.

For example a newly elected Councillor may have through work experience extensive chairing skills in corporate environment, but have little or no experience of local government. Having identified those within the audit, we can offer them training that will allow them to build existing knowledge but from a local authority perspective and by encouraging development in this area increase their confidence and so nurture future committee chairs.

The audit will also assist in the continuous personal development of Members as we move towards different ways of working by identifying areas where they could benefit from refreshing or adding to their existing skills base.

For example a Member may have highlighted in their audit that they have an extensive knowledge/experience of engaging with the community but also identified their technology skills as an area of improvement. Using this information we can signpost them to appropriate training resources as they become available, perhaps enhancing their social media skills using Facebook, Twitter etc as an additional method of constituency engagement and management.

5.   WELL-BEING OF FUTURE GENERATIONS

5.1   The Member Development Training Programme contributes to the Well-being Goals as set out in Links to Strategy above. It is consistent with the five ways of working as defined within the sustainable development principle in the Act in that by providing a wide ranging and diverse training programme it better prepares Councillors for their role as decision makers and scrutineers. A role that requires them to make decisions and recommendations that will impact the long and short term needs of Caerphilly County Borough residents; enable them to confidently scrutinise, challenge and hold to account, better assess appropriate interventions and provide them with the skills required to work collaboratively and nurture their understanding of the importance of community involvement.

6.   EQUALITIES IMPLICATIONS

6.1   An EqIA is not needed because the issues covered have previously been considered by the Council

7.   FINANCIAL IMPLICATIONS

7.1   The Member Development Programme will be funded from the 2017/18, 2018/19 and 2019/20 Member Development Budget.

8.   PERSONNEL IMPLICATIONS

8.1   There are no specific personnel implications arising as a result of this report.

9. CONSULTATIONS

9.1 There are no consultation responses, which have not been incorporated into the report.

10. RECOMMENDATIONS

10.1 Members are asked to note the contents of the report and offer their views on the outcome of the Training Needs Analysis

11. REASONS FOR THE RECOMMENDATIONS

11.1 To support Members in their Councillor role.

12. STATUTORY POWER

12.1 The Local Government Act 2000.

12.2 Local Government (Wales) Measure 2011.

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Consultees: Cath Forbes-Thompson, Interim Head of Democratic Services
                     Gail Williams, Interim Head of Legal Services and Monitoring Officer
                     Nicole Scammell, Interim Head of Corporate Services and Section 151 Officer
                     Councillor Barbara Jones, Cabinet Member for Finance Performance and Governance
                     Councillor Colin Mann, Chair of Democratic Services Committee

Appendices:
Appendix 1   Training Needs Analysis Questionnaire and Skills Audit
Appendix 2   Training Needs Analysis Responses
Appendix 3   Analysis of Venues and Timings
Appendix 4   Draft Training Programme

Gadewir y dudalen hon yn wag yn fwriadol

Training Needs Questionnaire 2018-2020

Wales Charter for Member Support and Development

Please study the following list of suggested topics for facilitator led member training and development opportunities. Please tick the topics that you think would be helpful in supporting your role as a Councillor. Every effort will be made to ensure members' development priorities are met, however, this will depend on demand and available resources. A full range of e-learning resources provided by the All Wales Academy will also be included in the final program. Any information provided will be treated confidentially.

Q1 Name:

_____

Councillor Role Skills and Knowledge

Q2 Ward Work and Surgeries
A blend of effective management skills for casework and a guide to resolving constituency correspondence and problems – Recommended for Newly Elected Councillors

❑

Q3 Community Leadership/Engagement
To provide members with an overview of the modern role of the Councillor being a community leader, working with local organisations, influencing council decisions and policies and understanding on how to successfully engage with your community – Recommended for Newly Elected Councillors

❑

Q4 Equalities and Diversity
Information on Caerphilly County Borough Council's policies and procedures for promoting equalities and diversity – Recommended for All Councillors

❑

Q5 Performance and Improvement
Information on what Caerphilly County Borough Council does in terms of performance and your role as Elected Member in performance and improvement

❑

Q6 Introduction to Chairing Skills
Will include practical advice and skills for those chairing meetings for the first time or aspiring to become committee chairs – Recommended for all Councillors
  Tutor led training   ❑

Q7 Advanced Chairing Skills/Chairing Scrutiny
Will include practical advice and skills for those already chairing meetings that wish to further develop their skills base – Recommended to Scrutiny, Regulatory and Advisory Committee Chairs.
  Tutor led training   ❑

Q8 Holding Effective Pre-Meetings
Will include practical advice for getting the most out of your pre-meeting time. – Recommended to all Councillors
  Tutor led training   ❑

Q9 The Importance of Questioning Skills, Being an effective 'Critical Friend',
Practical advice on how to prepare and approach your role as scrutineer, questioning, listening techniques and how to apply them and devising key lines of enquiry – Recommended to all Scrutiny Committee Members
  Tutor Led Training   ❑

Personal Skills and Knowledge

Q10 Communication, Influencing and Negotiation Skills
Will include practical advice and suggestion for handling situations in which negotiations are necessary – Recommended to All Councillors
  Tutor led training   ❑

Q11 Introduction to Public Speaking/ Presenting to an Audience
Will include practical advice and skills to enable you to speak to groups of people or members of the public and in webcast meetings with confidence – Recommended to All Councillors
  Tutor led training   ❑

Q12 Advanced Public Speaking/Media Skills
Practical advice how to speak confidently and effectively in a variety of contexts including media interviews – Recommended to Cabinet Members, Committee Chairs and those aspiring to Senior Office
  Tutor Led Training   ❑

Q13 Creative Thinking and Problem Solving
Practical advice and suggestions on creative thinking and problem solving – Recommended to All Councillors Page 36
  Tutor led training   ❑

Q14 Mentoring
Practical suggestions and advice on becoming a mentor to new/potential candidates –
Recommended to Returning Councillors.
   Tutor Led Training   ❑

Q15 Strategic and Regional Working
Practical advice on how to think at a more strategic level and understand the benefits
and challenges of working on a regional footprint– Recommended to All Councillors
   Tutor Led Training   ❑

Q16 Please outline below any other subjects you would like included to support the
development of your personal skills and knowledge

_____
_____
_____
_____
_____
_____
_____
_____
_____
_____

Mentors

Q17 Would a Mentor (an experienced member who can offer support and advice) be useful
for new/existing members?

   Yes   ❑
   No   ❑

Q18 Would you be willing to be a Mentor?

   Yes   ❑
   No   ❑

Training Priorities

Q19 Please list the top 5 priorities for your own personal training and development needs.

_____
_____
_____
_____
_____

Q20 Please list the top 5 priorities which, in your opinion, would be of most benefit to all elected members

_____
_____
_____
_____
_____

Q21 Please indicate how useful you found the Induction Market Place Event

Very Useful	❏
Useful	❏
Not At All Useful	❏

Q22 Please indicate how relevant you found the Induction Training Programme

Intensive but All Aspects were Relevant	❏
Intensive but Some Aspects Were Not Relevant	❏
About Right	❏
Too Intensive and Many Aspects Were Not Relevant	❏
Too Intensive and Not Relevant	❏

Q23 If you have any further comments or suggestions, please note them here.

_____
_____
_____
_____
_____
_____

Training Times and Venues

Q24 Please indicate which of the following times you would prefer.

Morning	❑
Afternoon	❑
Evening	❑

Q25 Please indicate which venues you would prefer

Council Chamber	❑
Meeting Rooms	❑
External Facilities	❑
E-Learning/Distance based training	❑

Meeting Times

The Local Government Wales Measure 2011 requires that Councils undertake a survey to establish their Members preferred times.
Please complete your preference only for the Committees on which you serve. You may select more than one meeting time option.

Q26 Full Council

Morning	❑
Afternoon	❑
Evening	❑

Q27 Cabinet

Morning	❑
Afternoon	❑
Evening	❑

Q28 Scrutiny Committees

Morning	❑
Afternoon	❑
Evening	❑

Q29 Licensing Committee

Morning	❑
Afternoon	❑
Evening	❑

Q30 Planning Committee
Morning ❑
Afternoon ❑
Evening ❑

Q31 Audit Committee
Morning ❑
Afternoon ❑
Evening ❑

Q32 Democratic Services Committee
Morning ❑
Afternoon ❑
Evening ❑

Q33 Standards Committee
Morning ❑
Afternoon ❑
Evening ❑

Q34 Please state reasons why certain times would make it difficult for you to attend meetings (examples could include issues such as age, gender, religion, caring responsibilities or employment etc).

_____

_____

_____

Thank you for taking the time to complete this questionnaire
All responses will be treated confidentially; however anonymised data will be collated and used in reports to the Democratic Services Committee and Full Council.
Please return completed questionnaires to: Democratic Services, Ty Penallta, Tredomen Park, Ystrad Mynach
All completed forms to be returned by: Monday 4th September 2017

Councillor Skills Audit

Name: _____

1 very knowledgeable/experienced
2 some knowledge/experience
3 little or no knowledge
4 would like information/training

Councillor Role/Personal Skills	1	2	3
Chairing Formal Meetings			
Chairing Informal Meetings			
Rules of Procedure			
Public Speaking/Speaking at Meetings			
Challenging and Questioning Skills			
Conflict Resolution			
Diary and Time Management			
Using Data and Evaluating Performance			
Engaging with the Community			
Engaging with Officers			
Equalities and Diversity			

Technology Skills	1	2	3
Using Social Media (Facebook, Twitter)			
Outlook Email			
Outlook Calendar			
Microsoft Word			
Microsoft Excel			
Microsoft Powerpoint			
Modern.Gov Ap			
Navigating the 'Web' (including the CCBC Website & Members Portal)			

Strategic Skills	1	2	3
Media Skills (Press, Television and Webcasting)			
Collaborative/Regional Working			
Budget Monitoring/Finance			
Audit and Risk Management			
Wellbeing of Future Generations			
Planning and Development			

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Gadewir y dudalen hon yn wag yn fwriadol

Councillor Role Skills

Training Course Offered on Questionnaire	No. of Members That Selected Course
Ward Work and Surgeries	11 (28%)
Community Leadership/Engagement	10 (26%)
Equalities and Diversity	13 (34%)
Performance and Improvement	16 (42%)
Introduction to Chairing Skills	14 (36%)
Advanced Chairing Skills/Chairing Scrutiny	13 (34%)
Holding Effective Pre-Meetings	15 (39%)
Importance of Questioning Skills	15 (39%)

Personal Skills and Knowledge

Training Course Offered on Questionnaire	No. of Members That Selected Course
Communication, Influencing and Negotiation Skills	20 (52%)
Introduction to Public Speaking/Presenting to an Audience	12 (32%)
Advanced Public Speaking/Media Skills	12 (32%)
Creative Thinking and Problem Solving	13 (34%)
Mentoring	13 (34%)
Strategic and Regional Working	18 (47%)

Gadewir y dudalen hon yn wag yn fwriadol

Meeting Times

Members were asked to complete preferred times for Committees on which they serve only.

Meeting Type	Meeting Time	No. Of Member Responses Received	Preferred Meeting Time Based On Responses
Full Council	Morning Afternoon Evening	1 (3%) 1 (3%) 26 (94%)	Evening
Cabinet	Morning Afternoon Evening	1 (10%) 6 (60%) 3 (30%)	Afternoon
Scrutiny Committees	Morning Afternoon Evening	5 (13%) 7 (18%) 27 (69%)	Evening
Planning Committee	Morning Afternoon Evening	1 (5%) 4 (19%) 16 (76%)	Evening
Licensing Committee	Morning Afternoon Evening	8 (33%) 6 (25%) 10 (42%)	Morning/Afternoon
Audit Committee	Morning Afternoon Evening	3 (15%) 8 (40%) 9 (45%)	Morning/Afternoon
Democratic Services Committee	Morning Afternoon Evening	4 (22%) 4 (22%) 10 (56%)	Evening
Standards Committee	Morning Afternoon Evening	4 (20%) 6 (25%) 11 (55%)	*Morning/Afternoon

- **No responses received from Standards Committee Members – Majority of which are Independent so meeting time will remain day time.**

Training Times and Venues

Timing/ Venue	Member Responses
Morning	12 (29%)
Afternoon	11 (26%)
Evening	19 (45%)
Meeting Rooms	24 (35%)
Council Chamber	25 (38%)
External Facilities	9 (14%)
E Learning Based Training	7 (13%)

Gadewir y dudalen hon yn wag yn fwriadol

DRAFT MEMBERS SUPPORT AND DEVELOPMENT PROGRAMME 2018-2020

CHOICES FOR FINAL PROGRAMME BASED ON 30% OR ABOVE RESPONSE RATE- SUBJECT TO PROCUREMENT

TITLE	TIMEFRAME	FACILITATOR
WARD WORK AND SURGERIES	AT MEMBERS DISCRETION	E-LEARNING
COMMUNITY LEADERSHIP AND ENGAGEMENT	AT MEMBERS DISCRETION	E-LEARNING
PERFORMANCE AND IMPROVEMENT	APRIL 2018	CCBC OFFICER
INTRODUCTION TO CHAIRING SKILLS	JUNE 2018	EXTERNAL FACILITATOR
HOLDING EFFECTIVE PRE-MEETINGS	SEPTEMBER 2018	EXTERNAL FACILITATOR
IMPORTANCE OF QUESTIONING SKILLS	NOVEMBER 2018	EXTERNAL FACILITATOR
EQUALITIES AND DIVERSITY	FEBRUARY 2019	CCBC OFFICER
ADVANCED CHAIRING SKILLS	APRIL 2019	EXTERNAL FACILITATOR
COMMUNICATION, INFLUENCING AND NEGOTIATING SKILLS	JUNE 2019	EXTERNAL FACILITATOR
INTRODUCTION TO PUBLIC SPEAKING	SEPTEMBER 2019	CCBC OFFICER
ADVANCED PUBLIC SPEAKING/MEDIA	JANUARY 2020	EXTERNAL FACILITATOR
CREATIVE THINKING AND PROBLEM SOLVING	APRIL 2020	EXTERNAL FACILITATOR
STRATEGIC THINKING AND REGIONAL WORKING	JUNE 2020	EXTERNAL FACILITATOR

Gadewir y dudalen hon yn wag yn fwriadol