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Date: 22nd July 2015

Dear Sir/Madam,

A meeting of the **Scrutiny Leadership Group** will be held at the **Ebbw Room, Penallta House, Tredomen, Ystrad Mynach** on **Thursday, 30th July, 2015** at **5.00 pm** to consider the matters contained in the following agenda.

Yours faithfully,

A handwritten signature in blue ink that reads 'Chris Burns'.

Chris Burns
INTERIM CHIEF EXECUTIVE

A G E N D A

- 1 To receive apologies for absence.
- 2 Declarations of interest
Councillors and Officers are reminded of their personal responsibility to declare any personal and/or prejudicial interest(s) in respect of any item of business on this agenda in accordance with the Local Government Act 2000, the Council's Constitution, and the Code of Conduct for both Councillors and Officers.
- 3 To approve and sign the following minutes:- 26th March 2015.
- 4 Scrutiny Committee's Forward Work Programmes.
- 5 Scrutiny Review 2015.

Circulation:

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



Councillors L. Ackerman, Mrs E.M. Aldworth, Mrs P. Cook, H.W. David (Chair), W. David, D.T. Davies, C.P. Mann, S. Morgan (Vice Chair), J. Pritchard and D. Rees

And Appropriate Officers



SCRUTINY LEADERSHIP GROUP

MINUTES OF THE MEETING HELD AT PENALLTA HOUSE, YSTRAD MYNACH ON THURSDAY, 26TH MARCH 2015 AT 5.00 P.M.

PRESENT:

Councillor H.W. David (Chair),

Councillors:

D. T. Davies, D. Havard, C. Mann, S. Morgan, and D. Rees.

Together with:

A. Price (Interim Head of Democratic Services and Deputy Monitoring Officer) J. Jones (Democratic Services Manager), C. Forbes-Thompson (Scrutiny Research Officer).

1. APOLOGIES

Apologies for absence were received from Councillors Miss L. Ackerman Mrs E.M. Aldworth, Mrs P. Cook, W. David and J. Pritchard

2. DECLARATIONS OF INTEREST

There were no declarations of interest received at the commencement or during the course of the meeting.

3. MINUTES – 29TH JANUARY 2015

RESOLVED that the minutes of the Scrutiny Leadership Group meeting held on the 29th January 2015 be approved as a correct record and signed by the Chair.

REPORTS OF OFFICERS

Consideration was given to the following reports.

4. SCRUTINY DEVELOPMENTS

Mrs Forbes-Thompson outlined the report which outlined a work programme to identify improvements to the operation of scrutiny. This has been developed following the findings of the Wales Audit Office report 'Follow-up of the Special Inspection and Reports in the Public Interest', dated January 2015. The WAO report recognised the work carried out under the scrutiny improvement action plan and the structural arrangements put in place. However, the

WAO identified that the next stage is to develop the effectiveness of scrutiny and clarify its role.

Mrs Forbes-Thompson explained that responsibility for the oversight for the improvements to scrutiny lies with the Improving Governance Project Board (IGPB). It is proposed that a project group made up of the Cabinet Member for HR, Governance and Business, Interim Monitoring Officer, Interim Deputy Monitoring Officer, Chair of Democratic Services Committee and Chair of Scrutiny Leadership Group will manage the project.

In order to identify possible changes and ensure that all interested parties are involved it is proposed that we hold four workshops over a two-week period and invite Members and Officers to attend. The feedback from the workshops will be used by the project group to develop a report with recommendations which will be considered by IGPB, Democratic Services Committee, with invitation extended to Scrutiny Leadership Group, prior to Cabinet and Council in October 2015.

Members stated that holding only one evening workshop may be problematic for some working Councillors, and asked if there could be some flexibility. Assurance was given that if there were Members who could not attend on the planned evening workshop but still wanted to take part, that arrangements would be put in place.

Mr Jones stated that it was important that all Scrutiny Leadership Group took part in the workshops. Members expressed satisfaction with the approach outlined in the report.

Mrs Forbes-Thompson stated that one of the dates identified for the workshop was the 30th April 2015 at 5pm, clashed with the next meeting of Scrutiny Leadership Group, she asked if Members would agree to cancel the meeting, making them available for the workshop.

Having considered the content of the report the SLG fully endorsed the recommendations contained therein.

In view of the cancellation on the next meeting of SLG, it was agreed that the draft work programmes would be emailed to Members for comment prior to publication on the website.

Members highlighted two report requests for Policy and Resources Scrutiny Committee on WHQS and Bed and Breakfast accommodation.

The Bed and Breakfast report should focus on the broader issue of homelessness and ensure that any witnesses avoid reference to specific areas that are subject to a legal process. The reports need to be balanced and Members need advice on what can be discussed at the meeting. It was suggested that external witnesses are identified such as probation service and it would be possible to discuss the subject over a series of meetings.

Miss Price stated that the scrutiny committee need to be clear of their purpose and have manageable outcomes. Members stated that they are aware that some information cannot be shared in respect of individuals residing at places such as Hostels and Bed and Breakfast accommodation. However they would like to know the type of accommodation, what their purpose is, who the responsible organisations are and reassurance that systems to monitor are in place.

The meeting closed at 17.43p.m.

Approved as a correct record and subject to any amendments or corrections agreed and recorded in the minutes of the meeting held on 25th June 2015 they were signed by the Chair.

CHAIR



SCRUTINY LEADERSHIP GROUP – 30TH JULY 2015

SUBJECT: SCRUTINY COMMITTEE'S FORWARD WORK PROGRAMMES

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

1. PURPOSE OF REPORT

- 1.1 For Scrutiny Leadership Group to consider and finalise the forward work programmes for the period August to October 2015.

2. SUMMARY

- 2.1 This report outlines the consultation process for scrutiny committee forward work programmes and asks Scrutiny Leadership Group to agree the work programmes following consideration of consultation responses.

3. LINKS TO STRATEGY

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

4. THE REPORT

- 4.1 The development of scrutiny committee's forward work programmes and the public engagement process was agreed by full Council on the 8th October 2013.
- 4.2 The consultation on the forward work programmes for scrutiny meetings during August to October 2015 are attached at Appendices 1 - 5. The draft forward work programmes were published on the Council website week commencing 20th July 2015 and consultation responses will be tabled at the meeting.

5. EQUALITIES IMPLICATIONS

- 5.1 This report is for information purposes, so the Council's EqIA process does not need to be applied.

6. FINANCIAL IMPLICATIONS

- 6.1 There are no financial implications not contained in the report.

7. PERSONNEL IMPLICATIONS

7.1 There are no personnel implications not contained in the report.

8. CONSULTATIONS

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

9. RECOMMENDATIONS

9.1 Scrutiny Leadership agree the final forward work programmes following consideration of consultation responses.

10. REASONS FOR THE RECOMMENDATIONS

10.1 To ensure that scrutiny committee forward work programmes are published.

11. STATUTORY POWER

11.1 Section 21 of the Local Government Act 2000

11.2 Local Government (Wales) Measure 2011

Author: Catherine Forbes-Thompson, Scrutiny Research Officer

Consultees: Angharad Price Interim Deputy Monitoring Officer

Appendices:

Appendix 1 Crime and Disorder Scrutiny Committee Forward Work Programme

Appendix 2 Education for Life Scrutiny Committee Forward Work Programme

Appendix 3 Health Social Care & Wellbeing Scrutiny Committee Forward Work Programme

Appendix 4 Policy and Resources Scrutiny Committee Forward Work Programme

Appendix 5 Regeneration & Environment Scrutiny Committee Forward Work Programme

Crime and Disorder Scrutiny Committee Forward Work Programme – August to October 2015		
Subject Area	Report Title	Proposed Meeting Date
Pre-Decision Scrutiny	<u>No reports for this area</u>	
Consultation and Information	Prevent/Channel duty	10 th September 2015
	Changes to Domestic Abuse delivery arrangements	10 th September 2015
Performance Management:- <ul style="list-style-type: none"> • WAO Service Performance Reports • Improvement Objectives • Council Self-Evaluation • Service Improvement Plans 	Safer Caerphilly Performance	10 th September 2015
Budget Monitoring	<u>No reports for this area</u>	
Ombudsman Reports	<u>No reports for this area</u>	
Task and Finish Group	<u>No reports for this area</u>	
Members / Public Requests, Call-Ins and CCfA	Family Intervention Programme	10 th September 2015
Scrutiny of Designated Persons and Other Organisations	<u>No reports for this area</u>	

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Education for Life Scrutiny Committee Forward Work Programme – August to October 2015		
Subject Area	Report Title	Proposed Meeting Date
Pre-decision Scrutiny	<u>No reports for this area</u>	
Consultation & Information	Single Integrated Plan – Learning Caerphilly Update (for information)	22 September 2015
	Adult Learning	22 September 2015
	Update on Islwyn West Secondary School	22 September 2015
Performance Management; <ul style="list-style-type: none"> • WAO Service Performance Reports • Improvement Objectives • Council Self-evaluation • Service Improvement Plans 	Foundation Phase to KS3 Outcomes 2015	22 September 2015
Budget Monitoring	<u>No reports for this area</u>	
Ombudsman Reports	<u>No reports for this area</u>	
Task and Finish Group	<u>No reports for this area</u>	
Members/ Public Requests, Call-ins & CCfA	School Uniform Policy	22 September 2015
Scrutiny of Designated Persons and Other Organisations	<u>No reports for this area</u>	

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Health Social Care and Wellbeing Scrutiny Committee Forward Work Programme – August to October 2015		
Subject Area	Report Title	Proposed Meeting Date
Pre-decision Scrutiny		
Consultation & Information	Deprivation of Liberty Standards Update	8 September 2015
	Presentation: Social Care Enterprise	8 September 2015
	Operation Jasmine Update	8 September 2015
	Presentation: “Living Well Living Longer” Programme	20 October 2015
	Gwent Childhood Obesity Strategy	20 October 2015
	Performance Management	20 October 2015
Performance Management; <ul style="list-style-type: none"> • WAO Service Performance Reports • Improvement Objectives • Council Self-evaluation • Service Improvement Plans 		
Budget Monitoring	Period 3 Budget Monitoring Report	8 September 2015
	Period 5 Budget Monitoring Report	20 October 2015

Health Social Care and Wellbeing Scrutiny Committee Forward Work Programme – August to October 2015		
Subject Area	Report Title	Proposed Meeting Date
Ombudsman Reports	<u>No reports for this area</u>	
Task and Finish Group	<u>No reports for this area</u>	

Subject Area	Report Title	Proposed Meeting Date
Members/ Public Requests, Call-ins & CCfA	Still Births and Cot Deaths Presentation	8 September 2015
	Dog Fouling Enforcement	20 October 2015
Scrutiny of Designated Persons and Other Organisations	<u>No reports for this area</u>	

Policy and Resources Scrutiny Committee Forward Work Programme – August to October 2015		
Subject Area	Report Title	Proposed Meeting Date
Pre-decision Scrutiny	Sheltered Housing Re-Modelling	30 th September 2015
	Caerphilly Homes Communications Strategy & Implementation Plan	30 th September 2015
	Regulation of Investigatory Powers Act (RIPA) Review	30 th September 2015
Consultation & Information	Caerphilly Homes Complaints & Representations	30 th September 2015
	Forward Work Programme	30 th September 2015
Performance Management; <ul style="list-style-type: none"> • WAO Service Performance Reports • Improvement Objectives • Council Self-evaluation • Service Improvement Plans 	<u>No reports for this area</u>	
Monitoring of Authority's Financial Resources	Reserves Strategy (pre-decision)	30 th September 2015
	Capital Outturn 2014/15 Report	30 th September 2015
	Corporate Services & Miscellaneous Finance Budget Monitoring	30 th September 2015
	Treasury Management & Prudential Indicator Monitoring Report	30 th September 2015
Ombudsman Reports	<u>No reports for this area</u>	
Task and Finish Group	<u>No reports for this area</u>	
Members/ Public Requests, Call-ins & CCfA	Empty Properties being brought back into beneficial use	30 th September 2015
	Empty Properties/Use of Bed & Breakfast's	Special – 22nd October 2015
Scrutiny of Designated Persons and Other Organisations	<u>No reports for this area</u>	

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Regeneration and Environment Scrutiny Committee Forward Work Programme – August to October 2015		
Subject Area	Report Title	Proposed Meeting Date
Pre-decision Scrutiny	Bute Town Conservation Area Appraisal and Conservation Area Management Action Plan	15 th September 2015
	Smaller Scale Wind turbine Development, Landscape Sensitivity and Capacity Study	15 th September 2015
	Caerphilly County Borough Local Development Plan up to 2021: 2015 Annual Monitoring Report	15 th September 2015
	Flood Risk Management Plan	27 th October 2015
Consultation & Information	Road Safety Performance	15 th September 2015
	Active Travel Act	15 th September 2015
	Forward Work Programme	15 th September 2015
	Off Street Car Park County –wide review	27 th October 2015
Performance Management; <ul style="list-style-type: none"> • WAO Service Performance Reports • Improvement Objectives • Council Self-evaluation • Service Improvement Plans 	<u>No reports for this area</u>	
Budget Monitoring	<u>No reports for this area</u>	
Ombudsman Reports	<u>No reports for this area</u>	
Task and Finish Group	<u>No reports for this area</u>	
Members/ Public Requests, Call-ins & CCfA	20mph speed limits in residential areas	15 th September 2105
Scrutiny of Designated Persons and Other Organisations	<u>No reports for this area</u>	

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SCRUTINY LEADERSHIP GROUP – 30TH JULY 2015

SUBJECT: SCRUTINY REVIEW 2015

REPORT BY: ACTING DIRECTOR CORPORATE SERVICES & SECTION 151 OFFICER

1. PURPOSE OF REPORT

- 1.1 To outline the findings from a review of scrutiny arrangements that was carried out to identify improvement to the operation of scrutiny. This was following the findings of the Wales Audit Office report 'Follow-up of the Special Inspection and Reports in the Public Interest', dated January 2015.

2. SUMMARY

- 2.1 This report identifies the areas for improvement identified by the workshop groups in relation to agendas, forward work programmes and witnesses, information and reports, task and finish groups, scrutiny support, the role of cabinet and scrutiny members at committee and meeting organisation and chairing skills, and finally the external scrutiny role of local authorities.

3. LINKS TO STRATEGY

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

4. THE REPORT

- 4.1 The Improving Governance Programme Board (IGPB) are responsible for overseeing the improvements to scrutiny recommended by the Wales Audit Office report 'Follow-up of the Special Inspection and Reports in the Public Interest', and were asked to consider the findings and recommendations identified during the review.
- 4.2 The Wales Audit Office report 'Follow-up of the Special Inspection and Reports in the Public Interest', dated January 2015 has identified further improvements scrutiny. The report recognised the work carried out under the scrutiny improvement action plan and the structural arrangements put in place. However, the report identified that the next stage is to develop the effectiveness of scrutiny and clarify its role.
- 4.3 The WAO's main findings can be summarised as:
- The Chairs and Vice Chairs of scrutiny committees have mixed views on the benefits of pre-meetings.
 - Effectiveness of scrutiny's challenge role is limited.
 - The role of scrutiny is confused.
 - Meetings are long and agendas lack focus.

- 'For Information' agenda items could be handled more efficiently outside of the formal scrutiny process.
- The Regeneration and Environment Scrutiny Committee's terms of reference are very wide which restricts the time available to discuss subjects in depth.
- Agenda items need to be prioritised and focused on the Council's priorities.
- Information provided to scrutiny is good, however, Chairs and Vice Chairs would like more use of qualitative, historical and comparative information.
- Task and Finish Groups should be used more frequently to review specific issues in more depth.
- Members want to continue to improve their scrutiny role.

4.4 In order to identify how improvements can be made a project group was set up to oversee the improvement programme, the members of the project group were:

- Gail Williams Interim Monitoring Officer & Head of Legal Services
- Angharad Price Interim Head of Democratic Services and Deputy Monitoring Officer
- Councillor Hefin David Chair Scrutiny Leadership Group
- Councillor Colin Mann Chair Democratic Services Committee
- Councillor Christine Forehead, Cabinet Member HR, Governance and Business

4.5 The aim of the improvement programme was to identify possible changes to improve the operation of scrutiny. In order to ensure that all interested parties were involved in discussing possible changes to scrutiny, four workshops were held over a two-week period and attended by 64 people. Each workshop consisted of mixed groups of Members and Officers made up of the Leader and Deputy Leaders, Scrutiny Leadership Group, Democratic Services Committee, Scrutiny Committee Members and Co-opted Members, CMT, Heads of Services and Third Tier Officers.

4.6 The purpose of the workshop was to discuss the WAO findings and to find a 'long list' of options to action those findings. The workshop groups were asked to consider the following statements:

- The Wales Audit Office stated that the effectiveness of scrutiny's challenge role is limited.
- The Wales Audit Office stated that the effectiveness and role of scrutiny is confused.
- The Wales Audit Office stated that agenda items need to be prioritised and focused on the Council's priorities.

Participants were then asked to consider the following questions:

- What are we trying to achieve?
- How can we do it?
- What are the benefits/constraints?

4.7 The workshops groups also identified some general scrutiny suggestions, as follows:

- Review terms of reference for all scrutiny committees
- Review number of scrutiny committees
- Review how & when scrutiny committees will be involved during policy development – develop guidance for officers

4.8 The feedback from the workshops has been grouped into subject headings, as follows:

Agendas

4.9 The workshops groups suggested that we develop options for revised arrangements for scrutiny agendas, to include:

- Maximum number of items for discussion.
- Prioritise agendas to focus on strategic issues (risks, corporate priorities, external Audit, Inspection & Regulation reports, performance, finance) – link to Forward Work Programme.
- Revise arrangements for report requests – set up procedure to determine priorities (matrix) that can be determined by scrutiny committee.
- Consider other means to provide information to Members e.g. seminars.
- Scrutiny Committee to decide which pre-decision reports are added to agenda – from the cabinet work programme.

4.9.1 The general consensus across all of the workshops agreed that scrutiny committee agendas are overloaded, particularly Regeneration & Environment and Policy & Resources. This has been alleviated in the short term by the change to the terms of reference of Regeneration & Environment by moving Public Protection to Health Social Care & Wellbeing Scrutiny Committee. However a long term solution is needed to ensure that scrutiny committees use their valuable time more effectively, by prioritising items to be included on agendas but also ensuring flexibility so that issues raised by Members, stakeholders and the public are considered for inclusion.

Forward Work Programmes (FWP) and Witnesses

4.10 The workshops groups suggested that:

- Scrutiny involved and engaged in developing work programmes - annual meeting to discuss year ahead to prioritise items for work programme.
- Scrutiny Committee to discuss FWP at each meeting and agree items to be added – including Member requests – need to reach consensus prioritising on key strategic issues vs. individual Member ward issues.
- Work programmes – to be balanced between interests of committee and the core function of scrutiny to hold executive to account.
- All FWPs to contain an overview of report and explain reason/outcome/objectives for scrutiny.
- Members decide if they want a cabinet report to come to scrutiny – therefore cabinet work programme needs to be available well in advance so that scrutiny can choose and contain narrative of the purpose and key issues.
- Use expert witnesses more – develop list of key organisations.
- Develop information and guidance on key witnesses further.
- Public/ Key Stakeholder engagement – develop strategy to manage, improve and support – linked to Welsh Government White Paper on work programming.
- Non-statutory co-optees have not been reviewed. Review what is their role, and appointment system.

Information

4.11 The workshops groups suggested that:

- Review how information is made available to members.
- Information reports – use other methods to inform members such as seminars, email, intranet, website or Members portal – video/podcasts.
- Officers to make themselves available for a surgery 1 hour before Council & Scrutiny for Members to drop in with concerns etc.

4.11.1 The feedback from the workshops indicated a general agreement that there needed to be an effective solution(s) to providing information to Members. It was felt that the burden on scrutiny agendas could be alleviated through reducing the number of report requests that were sometimes parochial ward issues or had no specific purpose or outcome.

Reports

4.12 The workshops groups suggested that:

- Scrutiny Committees to do less things but well, Members requests to be considered against a prioritisation matrix.
- Using a matrix should prevent 'for information reports' and ensure forward work programmes become more focused and strategic.
- Use checklist of other methods to resolve issues (see Crime & Disorder CCfA) as evidence that request is last resort.
- The matrix for reports written for Officers as well as Members.
- Remind Members of other means to resolve issues for example by contacting officers directly or via email – need to develop contact lists for issues/services on members portal or intranet.
- Minutes for all committees highlight action points when referring items to scrutiny.
- Review report structure:
 - Include key points to focus on in the report.
 - Develop summary section of report further.
 - Recommendations on front page.
 - Covering reports, short and snappy with key points.
- Review timescale for receipt of reports before meetings, can they be circulated earlier to Members – particularly large reports with detailed appendices, to allow members time to digest.
- Use exception reports for performance management.

4.12.1 It was highlighted during the workshops (as mentioned under forward work programmes) that there needs to be a manageable process to consider requests for reports. To allow the scrutiny committee to balance requests against the demands upon the work programme and allow time to focus on less issues and in more depth.

Task and Finish Groups and Scrutiny Support

4.13 The workshops groups suggested the following:

- Develop strategy for managing and supporting task and finish groups – maximum numbers, resources etc.
- Agree support arrangements for scrutiny going forward.

4.13.1 The general consensus amongst all workshop participants was that task and finish group work is an effective means of scrutinising topics in depth and developing Members understanding of issues. There was some concern that any reduction in resources for scrutiny will impact upon the support for task and finish group work and for developing the use of external witnesses at scrutiny committee meetings.

Cabinet Members & Scrutiny Members Role & Skills

4.14 The workshops groups suggested:

- Training for Cabinet Members on their role and interaction with scrutiny
- Questioning skills – mandatory training for scrutiny skills
- Each scrutiny committee to have training delivered together and include cabinet members, Directors and Heads of services.
- Carry out a Members skills and interests audit following local government election, and appoint to scrutiny according to interest and skills.
- Carry out peer review after scrutiny review changes have settled in.

Meeting Organisation & Scrutiny Chairs

4.15 The workshops groups suggested that:

- Pre-meetings review, days and times – consider if each scrutiny committee should determine its own arrangements for pre-meetings.
- Further training on making the most out of pre-meetings.
- Challenge Members who are late for pre-meetings or do not attend – through political groups.
- Training Chairs and review periodically their performance to ensure consistency.
- Training to improve chairing skills and better pre-meeting organisation.
- Chair to monitor and challenge attendance of scrutiny committee members.
- Appointment of Chairs – review current procedure.

4.15.1 The majority of Members who took part in the workshops expressed satisfaction that scrutiny committee pre-meetings were working well, helping to organise questions and providing a challenge. However a minority did feel they were not working effectively and there was some dissatisfaction that some Members were not attending pre-meetings.

External scrutiny

4.16 The workshops groups suggested:

- Explore possibility to set up Joint Scrutiny Committees for strategic overview of public sector organisations

5. EQUALITIES IMPLICATIONS

5.1 This report is for information purposes, so the Council's EqIA process does not need to be applied.

6. FINANCIAL IMPLICATIONS

6.1 There are no financial implications not contained in the report.

7. PERSONNEL IMPLICATIONS

7.1 There are no personnel implications not contained in the report.

8. CONSULTATIONS

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

9. RECOMMENDATIONS

9.1 Scrutiny Leadership group are asked to consider the feedback and give their views.

10. REASONS FOR THE RECOMMENDATIONS

10.1 In order to respond to the recommendations in the follow up of the special inspection and reports in the public interest.

11. STATUTORY POWER

11.1 Section 21 of the Local Government Act 2000.

11.2 Local Government (Wales) Measure 2011.

Author: Catherine Forbes-Thompson Scrutiny Research Officer

Consultees: Gail Williams Interim Monitoring Officer and Head of Legal Services

Angharad Price Interim Head of Democratic Services and Deputy Monitoring Officer