

Scrutiny Improvement Action Plan

Source	Action	Tasks	Completion Date	Responsible Officer	Monitoring Actions	Success Measures	Progress	
Training & Development for Members and Officers								
WAO Public Interest Action Plan	1. Members Training Needs Analysis will be undertaken on a voluntary basis every two years. To be further strengthened with specific training identified and developed to support each council committee/panel/group on a six monthly basis for each Committee.	1. Schedule two Member development sessions per annum as part of committees' standing agenda items. This will enable Directors to provide Members an update on issues associated with each committee's terms of reference.	1. 31 Oct 2013	1. Jonathan Jones Democratic Services Manager	1. Monitor the Committees FWP's.	1. 100% Committee specific training sessions carried out for each committee/panel/group – measurable	1. TNA report to Democratic Services March 2013 2. Report on Training reported to Democratic Services Cttee 5/3/14. 3. Report to Council 22/4/14 agreed training arrangements	
		2. Advice to be sought from Directors on 6 Monthly basis to determine training subjects.	2. 31 Oct 2013		2. Monitor the number of Member development sessions carried out per annum for each committee /panel/group			2. Report to Democratic Services Committee the number of sessions held and attendance
		3. Agree training needs with Committee Chairs on 6 monthly basis	3. 31 Oct 2013					

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Training & Development for Members and Officers							
WAO Public Interest Action Plan	<p>2. Training and development needs be identified for the membership of each council committee/ panel/ group on an annual basis. The training offered and attendance to be published on the Council's website</p> <p>(IGP – 3e) –Completed</p>	<p>1.The membership of each committee/panel/group be consulted on training needs</p> <p>2. Committee Member attendance at training will be published as part of each Members annual report</p>	<p>1. 30 Nov 2013 (going forward following each AGM)</p> <p>2. 31 July 2014</p>	<p>1. Jonathan Jones Democratic Services Manager</p> <p>2. Jonathan Jones Democratic Services Manager</p>	<p>1. Monitor the training provided per annum for the members of each committee /panel/group.</p> <p>2. Monitor the attendance for each training session for committee and individuals</p> <p>3. Provide training satisfaction questionnaire to all attendees</p> <p>4. Report attendance and satisfaction results to Democratic Services Cttee</p>	<p>1. 100% of Committees /Panels/Groups provided with training-measurable</p> <p>2. Attendance levels are published annually for 100% of Members - measurable</p> <p>3. 80% threshold of Members satisfied with training and are more confident in their role - measurable</p> <p>4. Report to Democratic Services Committee</p>	<p>1. TNA report to Democratic Services March 2013</p> <p>2. Report on Training reported to Democratic Services Cttee 5/3/14.</p> <p>3. Report to Council 22/4/14 agreed training arrangements</p> <p>Completed</p>
	<p>3. Member induction training needs identified and delivered prior to the first meeting of any new council committee/panel/group</p>	<p>1. Appropriate Head of Service and Monitoring Officer to provide training on committees' purpose and terms of reference prior to each new committee meeting for the first time.</p>	<p>1. <i>Immediate</i></p>	<p>1. <i>Monitoring Officer</i></p>	<p>1. Monitoring Officer to record induction training completed</p> <p>2. Provide training satisfaction questionnaire to all attendees</p>	<p>1. 100% of all new committee's/ Panels & groups receive induction training - measurable</p> <p>2. 80% threshold of Members satisfied with training and are more confident in their scrutiny role - measurable</p>	<p>1. Report to Council 22/4/14 agreed training arrangements</p> <p>2. Training underway following AGM May 2014</p> <p>Completed</p>

Source	Action	Tasks	Completion Date	Responsible Officer	Monitoring Actions	Success Measures	Progress
	Training & Development for Members and Officers						
WAO Scrutiny Study	4. Develop Questioning Skills for Members linked to IGP - 5g	1. Arrange training to enable Members to identify key issues develop questioning and challenging skills.	1. 31 Dec 2013	Jonathan Jones Democratic Services Manager	1. Monitor the number of Members attending training, publish attendance as part of each Members annual report 2. Provide training satisfaction questionnaire to all attendees 3. Report outcomes of external peer review of questioning & listening skills to each Scrutiny Committee, Democratic Services Committee and Scrutiny Leadership Group	1. 90% of scrutiny members receive training – measurable 2. 80% threshold of Members satisfied with training and are more confident in their scrutiny role - measurable 3. Positive feedback from peer review of impact of training – subjective/ objective	1. 5 training sessions were provided in November 2013. 33 out of 58 (57%) Members attended the training sessions. Further training arranged in March 2014. Further 4 attended - 64% 2. Satisfaction 100%. 3. Visits to other councils arranged, two visits carried out to date – Torfaen & Cardiff, Bridgend, further visits to Monmouthshire and Newport & Cardiff planned 4. Arrangements made for CfPS to carry out peer review - report to SLG 25/9/14 Partly Complete
		2. Arrange visits to other councils scrutiny committees to allow Members to observe good questioning techniques in action.	2. 31 Dec 2014				
		3. Training for Chairs & Vice Chairs to include identifying themes in reports and encourage challenging questioning	3. 31 Dec 2013				
		4. Training for chairs and vice chairs in implementing new pre-meeting arrangements	4. 31 Dec 2013				
		5. External peer review of to observe scrutiny committees and measure performance against Characteristics of Good Scrutiny (questioning and listening skills)	5. 31 Dec 2014				

Source	Action	Tasks	Completion Date	Responsible Officer	Monitoring Actions	Success Measures	Progress
Training & Development for Members and Officers							
WAO Scrutiny Study	<p>5. Develop Chairing skills to include;</p> <ul style="list-style-type: none"> • Involving all Scrutiny Committee Members and encourage challenging questioning. • Raising scrutiny profile and making recommendations • Managing Scrutiny pre-meetings to identify topics of questioning and time management • Summing up debate • Encourage Cabinet members to respond to questions 	<p>1. Arrange training in chairing skills</p> <p>2. Re-distribute WLGA chairing skills workbook</p> <p>3. Workshop to consider role of new scrutiny leadership group and optimise use of pre-meeting</p> <p>4. External peer review of to observe scrutiny committees and measure performance against Characteristics of Good Scrutiny (chairing skills)</p>	<p>1. 30 Sept 2013</p> <p>2. 30 Sept 2013</p> <p>3. 31 Dec 2013</p> <p>4. 31 Dec 2014</p>	<p>Jonathan Jones Democratic Services Manager</p>	<p>1. Monitor the number of Members attending training</p> <p>2. Provide training satisfaction questionnaire to all attendees</p> <p>3. Monitor actions required following workshops</p> <p>4. Report outcomes of external peer review of chairing skills to SLG and Democratic Services Cttee</p>	<p>1. 100% of Scrutiny Chairs and Vice Chairs receive training - measurable</p> <p>2. 80% threshold of Members satisfied with training, and are more confident in their scrutiny role – measurable</p> <p>3. Workshop actions are documented and addressed - measurable</p> <p>4. Positive feedback from peer review of impact of training – subjective/ objective</p>	<p>1. Training carried out on 26/11/13;</p> <ul style="list-style-type: none"> • 8 out of 11 (73%) Chairs and Vice Chairs attended the training <p>Further training arranged on 7/2/14</p> <ul style="list-style-type: none"> • 3 remaining chairs attended on 27/2/14 – 100% attendance <p>Overall satisfaction level very good 92%</p> <p>2. WLGA workbook circulated 10/10/13</p> <p>3. Workshop on agenda for 17/12/14 – deferred to March 2014 meeting</p> <p>4. Arrangements made for CfPS to carry out peer review - report to SLG 25/9/14</p> <p>Partly Complete</p>

Source	Action	Tasks	Completion Date	Responsible Officer	Monitoring Actions	Success Measures	Progress
Scrutiny Development & Organisation							
WAO Public Interest Report & WAO Scrutiny Study	6. Scrutiny Leadership Group to be introduced. To focus on work programmes and ensure that cross-cutting issues are considered by Scrutiny Committee Members, good practice is shared and duplication is avoided	1. Establish terms of reference 2. Training on roles and responsibilities 3. Arrange monthly meeting cycle	1. 31 July 2013 2. 31 Oct 2013 3. 30 Sept 2013	1 & 3 Catherine Forbes-Thompson Scrutiny Research Officer 2. <i>Head of Legal & Democratic Services</i>	1. Monitoring Officer to record induction training completed. 2. Provide training satisfaction questionnaire to all attendees 3. Publish Scrutiny Leadership Group agendas on the Councils website	1. 100% of Scrutiny Chairs and Vice Chairs receive training - measurable 2. 80% of Members satisfied with training and are more confident in their scrutiny role – measurable 3. 100% meetings held – measurable 4. SLG is established – measurable	1. Terms of reference agreed by Council 8 th October 2013 2. Training carried out on 26/11/13; <ul style="list-style-type: none"> • 8 out of 11 (73%) Chairs and Vice Chairs attended the training • Satisfaction levels 89% • Further training arranged for 27/2/14 • 3 remaining chairs attended on 27/2/14 • Satisfaction levels 100% very good • Overall satisfaction level very good 92% 3. Meeting cycle established letter to Chairs and Vice Chairs 4/9/13 Completed

Source	Action	Tasks	Completion Date	Responsible Officer	Monitoring Actions	Success Measures	Progress
Scrutiny Development & Organisation							
WAO Public Interest Report & WAO Scrutiny Study	7. Officers to leave Scrutiny Committees after presenting their report.	1. Inform CMT, Members and Implement	1. 9 Oct 2013	Jonathan Jones Democratic Services Manager		1. Change implemented – objective	New layout implemented October 2013 Completed
	8. Consider how Cabinet Members role can be developed in Scrutiny Committee meetings IGP 5g – complete	1. Discuss with CMT, Cabinet Members and Scrutiny Leadership Group 2. Agree recommendations which will engage Cabinet Members during Scrutiny Committee Meetings	1. Immediate 2. 31 Dec 2013	Jonathan Jones Democratic Services Manager	1. Recommendations are identified. 2. Training to support change is identified and developed	1. Tangible role for Cabinet Members can be observed	1. Discussed with Cabinet and CMT. 2. Training for scrutiny members Q & L skills 64% attended. 3. Dem services recommended Cabinet members have scrutiny training – report to Council 22/4/14 agreed training arrangements – Training provided 12 September 2014 Completed

<p>WAO Scrutiny Study</p>	<p>9. Develop Scrutiny Committee pre-meeting of Members to prioritise and prepare questioning strategies</p> <p>linked to IGP - 5g</p>	<p>1. Training for scrutiny committee on purpose of pre-meeting</p> <p>2. Review effectiveness by scrutiny leadership group.</p> <p>3. Arrange pre-meetings with Scrutiny Officer and Scrutiny Committee prior to scrutiny meeting to enable committee members to agree questioning strategies</p> <p>4. External peer review of to observe scrutiny committees and measure performance against Characteristics of Good Scrutiny</p>	<p>1. 31 Dec 2013</p> <p>2. 31 Dec 2014</p>	<p>Jonathan Jones Democratic Services Manager</p>	<p>1. Monitor that training is completed</p> <p>2. Provide training satisfaction questionnaire to all attendees</p> <p>3. Report outcomes of external peer review to each respective Scrutiny Committee and report to Democratic Services Cttee</p>	<p>1. 100% Training completed – measurable</p> <p>2. 80% of Members satisfied with training and are more confident in their scrutiny role – measurable</p> <p>3. Positive feedback from peer review of impact of introduction of pre-meeting – subjective/ objective</p>	<p>1. Four training sessions were offered November 2013.</p> <p>2. 28 out of 58 members (48%) attended the training sessions.</p> <p>3. Further Training arrange Feb 2014, 9 attendees & 7 attended in March – total attendance 75%.</p> <p>4. Satisfaction overall 95%</p> <p>5. SLG reviewed pilot at P & R on 27/3/14, rolled out to other committees in May/June 2014</p> <p>4. Arrangements made for CfPS to carry out peer review in September</p> <p>Complete</p>
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Source	Action	Tasks	Completion Date	Responsible Officer	Monitoring Actions	Success Measures	Progress
Scrutiny Development & Organisation							
WAO Scrutiny Study	10. Develop links between Standards Committee and Scrutiny process	1. Standards Committee to refer Ombudsman reports to Scrutiny Committees where relevant.	1. 31 Oct 2013	1. Monitoring Officer		1. Ombudsman reports are referred to Scrutiny Committee - measurable	1. First report to Standards Committee 27/11/13 2. report on protocol went 26/2/2014 – endorsed. Completed
	11. Re-organise scrutiny committee meeting layout to provide for a witness table to sit Cabinet Members and Officers presenting reports	1. Inform CMT and Members following trial in Audit & Policy & Resources Scrutiny Committee 2. Implement 3. Introduce Nameplates for Scrutiny Committee Members	1. 9 Oct 2013 2. 9 Oct 2013 3. 9 Oct 2013	Catherine Forbes - Thompson Scrutiny Research Officer		1. Change implemented – objective	New layout implemented October 2013 Completed
	12. CCBC Booklet – An Introduction to Decision Making and Scrutiny – to be updated	1. To be completed following constitution update. 2. Distributed to members. 3. Published on Members portal	1 - 3. To follow Council Constitution update	Catherine Forbes-Thompson Scrutiny Research Officer		1. Booklet updated and published within 2 months of the completion of review of the Council Constitution - measurable	1. Document drafted – consultation commenced April 2014 2. Booklet agreed - following SLG Members request for a prioritisation matrix for reports, this will be added to the booklet for completeness. Partly Completed

APPENDIX 1

	13. Participate in Gwent Scrutiny network to improve public engagement	1. Sharing information with Gwent colleagues – identification of good practice and opportunities for collaboration.	1. Ongoing	Catherine Forbes-Thompson Scrutiny Research Officer	1. Monitor involvement at end of year include in Annual report to Democratic Services Committee	2. Introduce new ideas and working practices – objective/ subjective	CFT to attend meeting of Gwent Scrutiny Officer on 23/1/14 Completed
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Source	Action	Tasks	Completion Date	Responsible Officer	Monitoring Actions	Success Measures	Progress
Scrutiny Development & Organisation							
WAO Scrutiny Study & Local Government Measure 2011	14. Develop Scrutiny Engagement with the Public and Stakeholders	1. Develop a solution for scrutiny committees FWP's to include the following: <ul style="list-style-type: none"> • Develop Scrutiny interface for public to engage • Develop protocols for public engagement – reporting to committee, including dealing with vexatious requests and public feedback • Decide on arrangements for public to speak at Scrutiny • Decide scrutiny committee co-option arrangements for Voluntary Sector, and other organisations 	1. 30 Sept 2013	Catherine Forbes-Thompson Scrutiny Research Officer	1. Monitor timescale for FWP publication 2. Monitor number of requests from Public 3. Monitor outcomes of public requests	1. Annual FWP published the start of each municipal year - measurable 2. Updates are published quarterly - measurable	1. Solution developed for FWP engagement September 2013, drafts circulated for consultation October/November 2013. 2. First round of FWP consultation commenced December 2013, published on website for public week commencing 20/1/2014. 3. Co-opted members to be reviewed – report drafted Partly Complete

Source	Action	Tasks	Completion Date	Responsible Officer	Monitoring Actions	Success Measures	Progress
Scrutiny Development & Organisation							
WAO Scrutiny Study & Local Government Measure 2011	15. Further develop Scrutiny arrangements around the Single Integrated Plan.	1. SIP to go to Policy & Resources Scrutiny Committee 6 monthly basis. 2. Leader and Howard Rees to attend P & R and answer questions on the progress of priorities.	1 & 2. 31 March 2014	Catherine Forbes-Thompson Scrutiny Research Officer	1. Monitor SIP report to P & R Scrutiny Committee 2. Reflect experience/success of scrutinising SIP in Annual report to Democratic Services Committee	1. SIP is reported according to FWP - measurable	1. Overview of SIP planned for April 2014 P & R Scrutiny Cttee meeting 2. The SIP scorecards are currently in development. 3. Safer Caerphilly Scorecard presented to Crime & Disorder Scrutiny Committee. 4. SIP on agenda for 15/4/14 Completed
	16. Further develop Scrutiny arrangements around new duty to scrutinise Designated Persons	1. Presentation to each Scrutiny Committee/ Full Council on new powers to scrutinise designated persons 2. Liaise with other Gwent LA's to identify opportunities for regional scrutiny of designated persons	1 & 2. 31 March 2014	Catherine Forbes-Thompson Scrutiny Research Officer		1. Designated Persons attend the councils or joint scrutiny committees when invited - measurable	1. Awaiting Welsh Government Guidance 2. Gwent Scrutiny Officers met on 23/1/14 - agenda item for discussion - deferred. NFA until guidance received.

APPENDIX 1

	<p>17. Develop arrangements for Councillor Call for Action</p>	<p>1. Develop protocols for CCfA – liaise with local partners 2. Presentation to each Scrutiny Committee/Full Council on CCfA 3. Include guidance on Members Portal</p>	<p>1 – 3. 31 Dec 2013</p>	<p>Catherine Forbes-Thompson Scrutiny Research Officer</p>	<p>1. Monitor that protocol is produced. 2. Monitor that training is provided 3. Satisfaction of Training Evaluation. 3. Members portal is updated</p>	<p>1. Protocol is produced. 2. 80% Members satisfied with training. 3. Portal has CCfA information</p>	<p>1. CCfA to be merged with Crime & Disorder CCfA, drafted ready for consultation Partly Complete.</p>
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Source	Action	Tasks	Completion Date	Responsible Officer	Monitoring Actions	Success Measures	Progress
Performance Management							
WAO Scrutiny Study	18. WAO Service Performance reports to be presented and considered at Audit Committee and then to appropriate Scrutiny Committee. WAO will be invited to present the reports and there will be a response from relevant service area.	1. Head of Performance and Property to provide copies of service performance reports for consideration at scrutiny committees	1. 30 Sept 2013	Head of Performance & Property	1. Monitor receipt of service performance reports received	1. 100% Service performance reports received by Audit Committee are presented to appropriate scrutiny committee – measurable	1. J Jones and CFT met with PMU 13 & 25/11/13 2. Report drafted in consultation 3. Welsh Government White Paper 'Devolution, Democracy and Delivery', with auditors and regulators now directed to report directly to scrutiny committees.

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Performance Management							
WAO Scrutiny Study	19. Reports to Scrutiny Committees to include Performance data where applicable	1. The need for performance data to be included in officer reports to scrutiny committees to be included in the following training: <ul style="list-style-type: none"> • Report writing for Officers • Questioning Skills for Members • Chairing Skills training for Members 2. Include in Scrutiny Decision Making booklet update	1a. 31 Dec 2013 1b. 31 March 2014 2. To follow Council Constitution update	1a. Monitoring Officer (report writing training) 1b. Jonathan Jones Democratic Services Manager (Members training) 2. Catherine Forbes-Thompson Scrutiny Research Officer	1. Monitor training undertaken 2. Provide training satisfaction questionnaire to all attendees 3. Monitor production of booklet	1. 80% of Members trained - measurable 2. 80% attendees report training as good to very good and state they are better prepared in their scrutiny role—measurable 3. Booklet delivered on time – measurable	1. Questioning skills training included identifying performance management data.- see action 4 2. Booklet drafted and agreed - following SLG Members request for a prioritisation matrix for reports, this will be added to the booklet for completeness. 3. Performance Management Training arranged for members October 2014 Partly Complete

Source	Action	Tasks	Completion Date	Responsible Officer	Monitoring Actions	Success Measures	Progress
Performance Management							
WAO Scrutiny Study	20. Develop Members understanding and engagement with Performance Management information and systems	1. Training in Service Improvement Plans and Ffynnon for Members included in 6 monthly training schedule 2. 'Performance' to be included as a specific topic for Members questioning training and Chairing Skills training. 3. Include in Scrutiny Decision Making booklet	1. 30 June 2014 2. 31 March 2014 3. To follow Council Constitution update	1 & 2 Jonathan Jones Democratic Services Manager 3. Catherine Forbes-Thompson Scrutiny Research Officer	1. Monitor training undertaken 2. External peer review of questioning and chairing skills 3. Monitor production of booklet	1. 85% Training uptake meets - measurable 2. 85% attendees report training as good to very good and state they are better prepared in their scrutiny role – measurable 3. Positive feedback from peer review – subjective/ objective 4. Booklet delivered on time – measurable	1. Questioning skills training included identifying performance management data.- see action 4 2. Booklet drafted. 3. Performance Management Training arranged for members October 2014. Partly Complete

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Performance Management							
WAO Scrutiny Study	21. Scrutiny to become more involved in Councils self-evaluation and assessment arrangements	1. Improvement Objectives workshops for Scrutiny Members during public consultation.	1. 30 June 2014	1. Jonathan Jones Democratic Services Manager	1. Monitor attendance at workshops	1. 80% Members attend workshops – measurable	1. J Jones and CFT met with PMU 13 & 25/11/13
		2. Improvement Objectives to be reported to scrutiny annually plus two (one?) updates on progress.	2. 30 June 2014	2 & 3 Head of Performance & Property	2. Monitor number of outcomes from workshops	2. 100% improvement objectives reported as set out in FWP - measurable	2. Report drafted
		3. Draft Council Self-evaluation to be reported to Scrutiny Committee	3. 30 June 2014	4. Monitoring Officer (Officers report writing training)	3. Monitor Improvement objectives reporting to scrutiny committee	3. 100% draft self evaluation reported to scrutiny committee – measurable	3. Improvement Objectives presented to Scrutiny Committees January/February 2014
		4. Reports to Scrutiny Committees to refer to Service Improvement Plan priorities where appropriate.	4. 31 Dec 2013		4. Monitor draft self-evaluation report to scrutiny committee		4. Improvement Objectives Year end performance to be reported to scrutiny committees June/July 2014.

Source	Action	Tasks	Completion Date	Responsible Officer	Monitoring Actions	Success Measures	Progress
Forward Work Programme							
WAO Public Interest Report & WAO Scrutiny Study	<p>22. Scrutiny committee forward work programmes - to be developed when implementing the Local Government Measure 2011. To include consultation with Stakeholders and Public on the content of the Forward Work Programme – subject to approval by each committee and published on a regular basis</p> <p>IGP 4e - Completed</p>	<p>1. Agree with CMT & SLG procedure for developing FWP's timeline</p> <p>2. Publish FWP annually (start municipal year) & update quarterly.</p> <p>Note: action relating to engagement (action 14)</p>	<p>1. 31 Oct 2013</p> <p>2. 31 Oct 2013</p>	Head of Legal & Democratic Services	1. Monitor timescale for FWP publication – annual, plus updates	<p>1. FWP published each municipal year - measurable</p> <p>2. Updates are published quarterly - measurable</p>	<p>1. Solution developed September 2013, drafts circulated for consultation October/ November 2013.</p> <p>2. First round of FWP consultation commenced December 2013, published on website for public week commencing 20/1/2014.</p> <p>Completed</p>