

Scrutiny Service Plan 2015/16

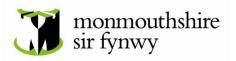
Service:	Scrutiny
Service Manager:	Hazel Ilett
Directorate:	Local Democracy
Head of service	Tracey Harry
MCC Priority:	Not applicable
MCC Outcome:	All - Support Service
Single Integrated Plan (SIP) Outcome:	All MCC Contribution - Support Service

Our Purpose

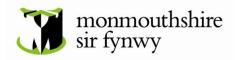
Our purpose is to manage the scrutiny process effectively to ensure openness, transparency and accountability in the Council's decision-making. We provide support to elected Members to enable them to constructively challenge policy and decision-making, improving public service delivery to Monmouthshire citizens.

Our customers are wide ranging: elected Members, Officers within the authority, citizens, public sector organisations and external auditors. We ensure that the scrutiny function is the mechanism through which the public and key stakeholders can become involved in the work of the Council.

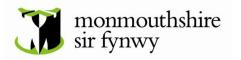
Our customers need to be satisfied that the scrutiny function is effectively performing its' role in ensuring the Council and partners deliver outcomes to Monmouthshire citizens.



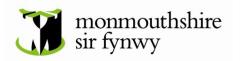
	Evaluation of performance d	uring 2014-15	
Objective	Progress	Impact	Evidence
To deliver a bespoke Scrutiny Development Programme for Members that meets their needs and provides them with core competency skills to perform the Scrutiny Member role effectively.	A range of training sessions were provided and these were well attended by Members, with sessions repeated when necessary.	Members advised they found the sessions very useful and there has been a marked improvement in some areas of questioning and analysis of performance and financial information. Investing in Member development delivers a vital, yet intangible, return on investment (ROI) through more effective scrutiny.	The WAO peer evaluation study evidenced our "comprehensive training programme". Study observations of scrutiny meetings reflected "excellent questioning skills by Members" and "effective chairing".
To ensure that the Scrutiny Chairs Liaison Group plays a fundamental role in agreeing the direction and focus of future scrutiny development.	 The group met every 6 weeks and assisted the Scrutiny Manager by agreeing: ✓ the Budget Scrutiny Process ✓ the Process for Scrutiny of the Risk Log ✓ Areas for joint scrutiny ✓ Consultation responses on Scrutiny matters ✓ The Scrutiny Handbook ✓ The development of the Scrutiny Webpage ✓ Amendment to the corporate report template 	The scrutiny Manager has benefited from an agreed 'way forward' for different scrutiny tasks.	Chairs have advised that they have found these meetings very effective in terms of agreeing scrutiny processes and exchanging practice and experience. Amendment to the corporate report template to include 'safeguarding implications' was a recommendation of this group which was agreed by full Council.
To provide effective impartial and experienced support to Scrutiny Members.	Pre-meetings have been established for all Scrutiny Committees and guidance and encouragement is given to Scrutiny Committees to identify the intended outcomes of the meeting and to plan questioning strategies.	There has been marked improvement in the quality of the scrutiny activity following the introduction of pre-meetings. Members are well organised and lead the process. Behaviour is professional, which adds legitimacy to the scrutiny process.	The WAO peer evaluation report has referred to "well managed meetings" and the provision of "active support and advice during meetings". The WAO peer evaluation report evidenced "excellent questioning with useful follow-up questioning".



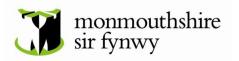
	Evaluation of performance de	uring 2014-15	
Objective	Progress	Impact	Evidence
To ensure tangible and balanced scrutiny work programmes.	The Committees have been encouraged to prioritise topics for inclusion into their work programmes using the 'scrutiny topic selection criteria'.	This has ensured that scrutiny activity has added value to the strategic direction of the Council.	The WAO peer evaluation study evidenced a work programme that "clearly sets out reports on performance, policy development, pre-decision, challenge/monitoring performance and on-going monitoring of scrutiny's recommendations". Scrutiny can demonstrate clear examples whereby scrutiny work has added value to the direction of the Council - these will be evidenced in the Scrutiny Annual Report.
To guide Members to work apolitically and to 'constructively challenge'.	A "Scrutiny and Executive Protocol" has been developed to ensure clarity on the responsibilities of all parties involved in scrutiny. Members have been trained through the Scrutiny Member Development Programme to constructively challenge.	Members have demonstrated an improved ability to challenge and hold officers and the Executive to account in a fair and productive manner.	The WAO peer evaluation study evidenced "Members hold officers and the executive to account and scrutiny has made the Executive more aware of what is required of them". The study evidenced beneficial relationships, citing the "relationship between Executive Members, Chief Executive, Officers and Scrutiny Members was respectful and challenging".
To ensure there is effective Cabinet Forward Planning to ensure there are opportunities for pre-decision scrutiny.	Every Scrutiny Committee discusses the "Cabinet Forward Plan" at every meeting to identify relevant issues for scrutiny. The plan is also emailed to all Members weekly to ensure they have the opportunity to conduct pre-decision scrutiny.	There has been a reduction in the number of 'call-in' meetings as a consequence of better forward planning.	The WAO peer evaluation report refers to "legitimate call-ins which were challenged successfully" and highlights how scrutiny's efforts have led to "the Executive taking on board the issues".



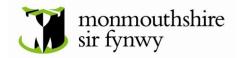
	Evaluation of performance d	uring 2014-15	
Objective	Progress	Impact	Evidence
To implement an improved "Budget Scrutiny Process" to enable Scrutiny Committees to engage much earlier in the budget setting process	The Scrutiny Chairs Group agreed a revised process for scrutiny of the budget, focussing on key mandates of significant concern.	This proved to be a highly effective procedure for scrutinising the budget, Scrutiny Members working with officers to develop budgetary proposals and provide a clear steer on difficult financial decisions. Public engagement in scrutiny was highly successful, key stakeholders sharing their views with Scrutiny Committees and offering innovative budgetary solutions.	Several proposals developed by scrutiny Members were implemented as part of the Council's final budget. Solutions developed through the scrutiny process demonstrate the ROI of scrutiny activity and justifies the 'added value' of the function.
To deliver a "Scrutiny Handbook" to provide a useful reference guide for Members, officers and the public on the role and value of scrutiny.	This was a key 'area for improvement' evidenced in the WAO peer evaluation report and has been delivered through the "Monmouthshire Scrutiny Action Plan" (Service Improvement Plan 2013- 2016).	The Handbook had been developed and agreed by the Scrutiny Chairs Group. The Handbook appears on the Scrutiny Webpages and has been sent to new officers who have little understanding of the Council's Governance Framework.	Initial indications are that the Handbook is useful and will assist the reader in gaining a basic understanding of the role of scrutiny. Some representations made to scrutiny Committees suggest the Handbook has been read by Members of the public and are looking to engage with scrutiny. The next local government election's new Members are likely to benefit significantly from the Handbook.



	Evaluation of performance d	uring 2014-15	
Objective	Progress	Impact	Evidence
To ensure Scrutiny Members add value to the Council's self- evaluation, performance management and improvement arrangements.	The four Scrutiny Committees received the Risk Assessment Log at each of their January meetings where in-depth challenge sessions with Cabinet Members and Officers were held.	The scrutiny process was able to challenge portfolio holders and key officers upon risk management, in line with the budget process. The closer alignment of scrutiny of risk and scrutiny of the budget mandates enabled Members to holistically evaluate each proposal and provide the appropriate challenge.	Scrutiny made recommendations in relation to the Strategic Risk Assessment process, re-drafting and re-prioritising key risks, which was accepted by the Council's Cabinet.
To ensure that information brought to Members is detailed and relevant and enables them to undertake effective scrutiny.	Estyn Inspection feedback had highlighted Members did not always have the necessary performance information to enable them to challenge constructively and that Members were receiving too detailed information in too many different formats. The Scrutiny Manager has worked closely with officers to address this. Performance reports are now combined and are drafted in conjunction with the Education Achievement Service to avoid duplication in reporting or inconsistency in messages being presented.	Members are being provided with high quality relevant information in a timelier manner.	Members have advised that report quality is improving and their ability to understand the information they are being presented with has increased. Estyn's suggestions have been implemented and this improvement should be evidenced in their next report.

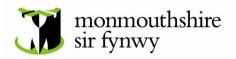


	Evaluation of performance de	uring 2014-15	
Objective	Progress	Impact	Evidence
To promote the role and value of scrutiny to the Executive and to Officers to ensure adequate understanding of the scrutiny role.	 Training sessions have been undertaken at DMT's and SMT to assist officers in their understanding the scrutiny role and how to respond to both scrutiny requests for information and challenge at meetings. A 'Scrutiny Executive Protocol' has been implemented to clarify roles and responsibilities in relation to scrutiny. A Scrutiny Webpage and a Scrutiny Handbook are publicly accessible. 	There has been an improvement in terms of Officer's understanding of scrutiny – requests to bring items forward for scrutiny are more frequent	There has been a reduction in the number of 'call-in' meetings following an increase in requests to table important issues to scrutiny ahead of Executive decision.
To undertake more focussed scrutiny work through holding additional scrutiny meetings as a full committee (not via Task and Finish Groups).	Over the course of the previous year, it became evident that whilst completed Task and Finish Groups could demonstrate clear outcomes, reviews were generally taking too long to complete, with the potential for "mistimed reviews" and scrutiny "missing the boat" in terms of impact. Member attendance at Task and Finish Groups was inconsistent, which slowed progress and hindered the ability to achieve real outcomes.	Scrutiny Committees are able to influence decision-making through conducting shorter sharper pieces of work as a full committee. The added benefit is that all meetings are accessible to the public and are live streamed to enable openness, transparency and accountability.	Scheduled additional meetings have proven to be better attended, with scrutiny work completed in a timelier manner. The approach allows greater flexibility for scrutiny to engage at the optimum point to achieve maximum impact and several pieces of policy development work such as the Car Parking Charging Policy evidence this improved way of working.

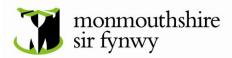


Areas for Continued Focus:

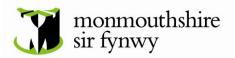
- Despite efforts to ensure that information brought to Members is detailed and relevant, the Estyn Inspection feedback highlighted Members did not always have the necessary performance information to enable them to challenge constructively. The post-inspection "performance management framework for education" increased the amount of information presented to Scrutiny Committees and feedback from the 'Ministerial Recovery Board' suggested Scrutiny Members were receiving too detailed information in too many different formats. The Scrutiny Manager has worked with officers to revise performance reporting so that Scrutiny Members are provided high quality and relevant data in a timely manner, however, this remains an area for continued focus.
- Over the course of the previous year, it became evident that whilst completed Task and Finish Groups demonstrated clear outcomes, reviews were taking too long to complete, with the potential for "mistimed reviews" and scrutiny "missing the boat" in terms of impact. Member attendance at Task and Finish Groups was inconsistent, which slowed progress and hindered the ability to achieve real outcomes. To address this, Scrutiny Committees undertake more focussed scrutiny work through holding additional meetings, which are better attended, with work being completed in a timelier manner.
- Whilst scrutiny has been promoted internally to the Executive and to officers via presentations/training to Departmental Management Team meetings, there still appears to be a lack of understanding within service areas about scrutiny's role within the decision-making process. There is a clear need to further promote the role and value of scrutiny. This has been developed via a scrutiny website – which was an acknowledged 'area for improvement' evidenced in the WAO peer evaluation report.
- There is a need to ensure the Scrutiny Website contains all relevant scrutiny information and is user friendly for Members, Officers and the general public. All training information could be made available on this website in due course.
- Whilst there is the opportunity for the public to engage with the work of Council via the public open forum at every Scrutiny Committee meeting, there needs to be systematic engaging with the public on every scrutiny item (which is a requirement under the Local Government (Wales) Measure 2010).



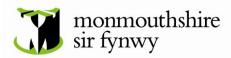
Objective	Key Actions	Impact / Outcome	Strategy	Timescale	Funding	Officer	Q1 Performance appraisal	Q2 Performance appraisal	Q3 Performance appraisal	Q4 Performance appraisal
To support Members in scrutinising the Strategic Risk Register and holding Cabinet Members and Officers to account for actions taken to mitigate risks wherever possible.	To work with the committees to identify follow-up actions arising from scrutiny of key risk areas and to schedule quarterly risk management into the work programmes. To ensure the scrutiny activity is clearly organised and that Cabinet Members and Officers are clear as to what is expected of them by clarifying roles and responsibilities and ensuring a clear timetable is in place for the scrutiny of key risks.	Those responsible for risk management are held to account Key risks going forward relating to the committees' remit are managed.	Strategic Risk Assessment Process	Ongoing	None	Hazel llett	I will assist Select Committees in scrutinising the Strategic Risk Assessment Process in 2015-2016 by: Organising the scrutiny of the risk assessment in line with the scrutiny of budget mandates to ensure there is proper alignment of budget proposals with the risk assessment. In order for scrutiny to robustly challenge cabinet members and officer on key risks, I will ensure the Committee meeting cycle provides an opportunity to focus solely on risk challenge. I will also refresh Members' training on risk management. On Target	I am working with colleagues in Improvement Team to review the Risk Assessment process for 2015- 16, giving thought as to how the current system of recording and reporting risk could be more effective and meaningful. I have arranged for each Select Committee to discuss the Risk Assessment process during their December/January meeting cycle. I will then programme future Risk Challenge sessions and will train Members on risk management.	Not Started	Not Started
To support Members in reviewing the appropriateness of new and existing policy.	To work with the Cabinet Support Officer to ensure the Cabinet Forward Plan is updated and is accessible to Members. To assist the chairs in identifying topics for pre-decision scrutiny and prioritising their work more effectively. To work with senior officers to encourage them to consider early pre- decision scrutiny of issues to avoid call-ins and the subsequent delays in decision-making.	New and existing policies are fit for purpose and meet citizens' needs. The right policies are scrutinised at the right time, to achieve maximum impact. Members have the appropriate information upon which to challenge policy.	Constitution	Ongoing	None	Hazel llett	I ensure Committees scrutinise all major new policy and review existing policy to ensure fitness for purpose. Where required, I ensure committees jointly scrutinise issues to ensure outcomes for citizens. I work closely with the Senior Democratic Services	In response to the problem of inadequate notice being given to table reports to scrutiny, I'm liaising with key officers regularly to identify issues at an early stage that may require pre- decision scrutiny. I'm encouraging Officers to engage with Scrutiny at the start of the		



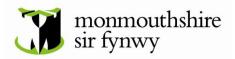
	Officer to ensure	decision-making
	that the Cabinet	process to secure
	Forward Planner	Member 'buy in'
	features on all	and this is reducing
	ordinary Select	the number of
	Committee agendas	decisions being
	and to ensure that	called-in.
	Members are	
	emailed an updated	I'm ensuring that
	version on a weekly	Members are
	basis. This ensures	consulted via email
	Members are aware	if there is a specific
	of forthcoming	interest in a subject
	decisions and that I	area, which also
	can identify key	avoids decisions
	issues for scrutiny at	being called-in
	an early stage.	because further
		information is
	Inadequate notice	required. This has
	from officers of	alleviated the
	items requiring	heavy workload of
	decision by Cabinet	scrutiny
	or Council does not	committees, as not
	enable the scrutiny	all issues that
	process to be	Members should
	factored in. This is a	be consulted upon
	recurrent problem	require being taken
	despite external	through the
	training having been provided to SMT and	scrutiny process.
	SLT in January 2015.	To help promote
	5ET IN Junuary 2015.	the role and value
	I will continue to	of scrutiny to
	periodically attend	officers, I now offer
	meetings of SMT and	direct assistance to
	DMT to discuss the	those who may be
	impact of poor	unfamiliar with
	planning on the	scrutiny or the
	scrutiny function and	political arena. I
	on Members ability	meet the officers,
	to perform their role	explain the process
	effectively.	and discuss
	enectively.	
	I have produced a	potential lines of
	I have produced a	inquiry so that
	guidance note on	their reports are in
	agenda despatch	return, clear and
	deadlines which has	concise and answer
	been emailed to all	Members'
	staff to ensure	questions. Member
	awareness of	Feedback is that
	reporting timescales.	report quality is
		improving, whilst
		Officers say they



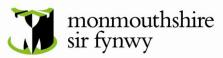
								welcome the guidance / advice.		
							On Target	On Target	Not Started	Not Started
To support Members in holding the Executive and Officers to account for decisions they have taken / will take in the future. To offer support to scrutiny Members to enable them to hold the Cabinet and officers to account for performance on major initiatives and collaborative activity. To gather information, organise key witnesses, assist with lines of inquiry and ensure a clear 'way forward' for future scrutiny activity.	To assist Members at pre-meetings by setting the context for discussion and offering guidance on questioning technique. To work with the Improvement Officers to ensure that DMT's nominate a relevant officer to attend select committees to respond to any challenge. To liaise with the relevant Cabinet Member to ensure clarity of purpose and responsibility and rationale for their attendance at select meetings. To work with the chairs of select committees to ensure the Committee agrees a "way forward" at every scrutiny meeting, to ensure there is a clear outcome of the scrutiny.	The decisions taken are the right decisions and meet the needs of the citizens. The best use is made of resources, to realise project aspirations. The longevity, performance and risks associated with the projects are managed, ensuring value to the public purse.	Constitution	Ongoing	None	Hazel Ilett	I have assisted Members in undertaking pre- decision scrutiny of several major policies which have resulted in changes to those policies.Several major decisions have also been 'called-in' which have resulted in changes to how those decisions are presented and reported to Cabinet.I have established arrangements for scrutinising collaborative initiatives such as the Shared Resource Service and CMC2 to ensure they are accountable for their performance and service delivery. Scrutiny Committees will continue to scrutinise the appropriate topics to ensure delivery against key outcomes. Recent scrutiny of both the SRS review and the business plan for the company have ensured both services deliver outcomes and are held accountable for their performance and service delivery against key outcomes. Recent scrutiny of both the SRS review and the business plan for the company have ensured both services deliverI have assisted	l'm undertaking a more proactive approach to preparing Officers and Cabinet Members ahead of scrutiny to ensure expectations are clear. My rationale for this is that Members' 'challenge ability has improved and as such, there have been numerous occasions where Members have been disappointed with reports presented to them. I have also requested early sight of draft reports to enable me to suggest any amendments before being tabled to scrutiny and this has also improved the quality of reports being presented to scrutiny. I'm continuing to assist Members in preparing key questions for meetings and I'm maximising the opportunity during pre-meetings to ensure roles and responsibilities of various officers, cabinet members and partners are clear.		



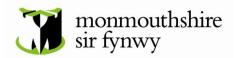
Scrutiny Members by The increase in
preparing questions scrutiny's workload
to pose to key has been
witnesses to ensure significant (is likely
the scrutiny is robust to increase with
and focusses on key new Future
areas of concern. Generations
This involved me responsibilities).
scheduling many Select Committees
meetings with are holding
various staff in order additional
to devise relevant Committee
key lines of inquiry meetings rather
that would ensure than establishing
the scrutiny is fair, Task and Finish
meaningful and Groups which take
delivers outcomes. too long to
An example of complete. This has
successful scrutiny led some Officers
that has led to a and Cabinet
specific outcome is Members to
the work undertaken question the
by the Adults Select outcomes being
Committee in delivered by Select
conjunction with the Committees. To
health board on 'end address this, I'm
of life care', which preparing quarterly
has led to the reports for Cabinet
committee working detailing scrutiny's
closely with health recommendations.
on a future project Whilst this is a new
and potentially intervention, I
Monmouthshire believe it will assist
becoming a pilot for in reassuring the the project. Further Executive that
the project. Further Executive that joint scrutiny of Scrutiny is playing a
specific topics such critical role in
as housing and of decision-making.
key decisions such as
the solar farm To further address
business case will this I'm working
take place in July. with the Scrutiny
Chairs to ensure
Education are communicated Achievement Service to Cabinet
has been highly Members in
successful and has writing. In May
resulted in marked 2015, I revised the
improvement in Scrutiny minute
their performance in template to ensure
several key areas clearer summing
identified by Estyn: up by the Scrutiny



							Individual Pupil Tracking, Financial Management including the proposed use of underspends and the consistency of Challenge Advisors. My role in supporting the select committee in preparing questions and ensuring Members are properly informed of key areas of concern has enabled a high degree of challenge. On Target	Chair and to ensure a concise recommendation can be captured in the minutes. Feedback from Members and Officers confirms that the changes made to how Members determine the 'Way Forward' are helping to clarify the Committee's specific stance on issues. On Target Select Progress	Not Started Select Progress	Not Started Select Progress
To support Members in analysing performance information to enable them to hold responsibility holders to account for performance and outcomes.	As far as possible, to ensure the content of reports and presentations is clear and pitched correctly. To ensure further information requests are coordinated and acted upon. To work with officers in education to strengthen the level of scrutiny of schools, the EAS and the Council through holding regular meeting to identify areas of underperformance and to identify key issues for scrutiny. To work with the improvement officers to establish a rolling programme of training on performance monitoring in order to develop a more in-depth understanding of performance data and encourage more probing questioning.	Cabinet and Officers achieve satisfactory performance and continuous improvement in line with targets and performance indicators set nationally. Schools perform at a high level and continuously improve. The EAS raises educational attainment in schools and delivers value for money for the Council in terms of school improvement.	Constitution Performance Management Framework	Ongoing	None	Hazel Ilett	On HugetThe Children andYoung People'sSelect Committeehave scrutinised theEstyn Report andfrom July 2013onwards, arefrequentlymonitoring theintended delivery ofEstyn'srecommendations.Head teachers of the4 comprehensiveschools haveattended theCommittee toaccount for schoolperformance andfurther visits toschools will be madeif necessary to delvedeeper into keyareas.EAS are also beingscrutinised by theChildren and YoungPeople's SelectCommittee to ensurethe delivery of	I am liaising more frequently with colleagues across the organisations who prepare performance reports to ensure that reports convey clear messages and avoid confusion amongst Members. This is a direct response to feedback from Estyn that reports contained mixed messages and provided too detailed information, which hindered effective scrutiny. I'm ensuring that bodies such as EAS, SRS and CMC2 attend scrutiny committees to account for their performance in		



	-				
			individual outcomes	Member	
			for the county. They	questioning has	
			will be invited to	substantially	
			attend scrutiny late	improved, so I have	
			summer to account	concentrated my	
			for school	efforts on ensuring	
			performance.	scrutiny members	
			performance.	recognise the	
			The Chair of the CYP	various roles and	
			Select Committee	are able to clearly	
			and the Scrutiny	identify where	
				challenge should	
			Manager have met with the Internal	be levied. This	
				area has	
			Monitoring Board		
			and the Ministerial	progressed, with	
			Recovery Board in	challenge being	
			order to discuss the	more appropriately	
			appropriate level of	directed.	
			scrutiny of education		
			matters and ways in	I am guiding	
			which the scrutiny	Members to probe	
			can be improved.	deeper into issues	
				to ensure there is	
			I have worked very	evidence behind	
			closely with service	statements made:	
			area officers and	For example, pre-	
			external	decision scrutiny of	
			organisations to	Future Play Models	
			ensure that the	raised concern	
			information being	amongst Members	
			brought to scrutiny is	as to how	
			clear and of a high	safeguarding would	
			quality and there is	be ensured. I'm	
			improvement in this	encouraging	
			regard. A training	Members to satisfy	
			seminar for officers	themselves that	
			from CYP was held in	that the	
			June on political	appropriate	
			report writing and	arrangements are	
			the political process.	in place and are	
				working effectively	
			Ensuring the work of	through evidence,	
			various external	rather than relying	
			auditors is clear and	on officer	
			timely is proving	assurances. This is	
			difficult, given that	leading to a deeper	
			several auditors may	level of scrutiny,	
			choose to inspect	which requires	
			and report on a	officers to	
			single theme, thus	demonstrate and	
				evidence activity.	
			duplicating work and		
			on occasions,	This ensures that	
			sending mixed	scrutiny is an	



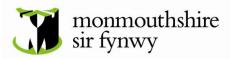
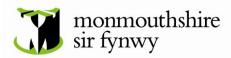
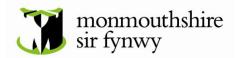


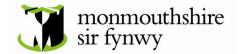
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		terms of reference	self-evaluation
		and with the	based on the
		Scrutiny Chairs	"Characteristics of
		Liaison Group, which	Good Scrutiny" in
		were agreed by the	the Spring of 2016.
		Democratic Services	
		Committee in	The proposal to
		Summer 2014. I	establish a Scrutiny
		have recently	Panel to hold the
		included the	Local Service Board
		partnership work	to account
		stream of the Single	(planned for
		Integrated Plan.	summer 2015) has
		will be working with	been overtaken by
		the Scrutiny Chairs	the progress of the
		Group in Summer	Future Generations
		2015 to establish a	Act through the
		Public Service Board	Welsh Assembly.
		Scrutiny Panel to	The draft guidance
		hold them to	on implementing
		account for the	the Act has been
		delivery of	published
		partnership	(November 2015)
		outcomes.	and this has direct
		outcomes.	implications for
		The scrutiny	Monmouthshire's
		webpages are in	scrutiny function,
		place and will be	in terms of the
		further developed to	
		provide an online	obligation to ensure the Council
		-	
		resource for elected	complies with the
		Members, Officers.	Act and the specific
		Fallowing the Courset	duty to scrutinise
		Following the Gwent	the work of the
		Scrutiny Challenge, I	evolving Public
		have worked closely	Service Board. I'm
		with the Centre for	preparing a report
		Public Scrutiny,	for Council decision
		officers of the other	(21 st January) to
		former Gwent	establish the
		Authorities and also	appropriate
		the Council's	scrutiny
		Scrutiny Chairs	arrangements,
		Liaison Group to	which will be in
		develop a	place by 1 st March
		programme for peer	2016 (as early
		review that could be	adopters of the FG
		supported and	Act).
		facilitated by the	
		CFPS with the	Further work is
		outcome being an	being undertaken
		agreement of future	to improve the
		training needs that	scrutiny website to



			could be delivered	provide an online		
			individually or jointly	resource of training		
				material for		
			where appropriate.			
			The programme	elected Members		
			commenced with a	with an expected		
			workshop in March	completion by May		
			2015, to be followed	2016.		
			by peer observation			
			activity and potential	The programme for		
			observation of other	peer review		
			Councils in the UK.	programme with		
				Gwent Authorities		
				has been delayed,		
				primarily due to		
				the completion of		
				the Welsh		
				Government's		
				contract with the		
				Centre for Public		
				Scrutiny to provide		
				the support for the		
				programme. It is		
				not yet clear		
				whether this work		
				will continue. The		
				Scrutiny Manager		
				will make further		
				inquiries to		
				determine the way		
				forward.		
			On Target	Behind Target	Not Started	Not Started



A balanced scorecard to measure service performance / impact (Some standard measures of performance on staff, finance and customers have been included that all services must report)

					Staff (Key	infrastruct	ure)			
	Actual	Actual	Actual	Wales Av	Target	Actual	Actual	Actual	Actual	Co
	2012/13	2013/14	2014/15	2014/15	2015/16	2015/16 Q1	2015/16 Q2	2015/16 Q3	2015/16 Q4	
Sickness	17 days	Nil	Nil				-			20
					Budget (Key in					
	Actual	Actual	Actual	Wales Av	Target	Actual	Actual	Actual	Actual	Cor
	2012/13	2013/14	2014/15	2014/15	2015/16	2015/16 Q1	2015/16 Q2	2015/16 Q3	2015/16 Q4	N1//
N/A				Droco						N/A
Indicator	Actual	Actual	Actual	Wales Av	sses (How Mu	Actual	Actual	Actual	Actual	Cor
	Actual 2012	Actual 2013	2014	2014/15	Target 2015/16	2015/16 Q1	2015/16 Q2	2015/16 Q3	2015/16 Q4	Cor
Number of Scrutiny Meetings held in a year:	<u>39</u>	<u>51</u>	<u>52</u>							The
Ordinary Meetings:	<u>26</u>	<u>30</u>	<u>40</u>							The sigr
<u>Oranary weetings.</u>	20	<u>50</u>	<u>+0</u>							acc
- Adults	6	7	7							
U	6	7	11							The
· · ·	6	9	13							201
- Strong Communities	8	7	9							bei
Special Meetings:	<u>9</u>	<u>17</u>	<u>10</u>							In li nur
- Adults	2	4	1							not
	4	6	5							opp
- Economy and Development	3	4	2							
- Strong Communities	0	3	2							
<u>Call-ins</u>	<u>4</u>	<u>4</u>	<u>2</u>							
- Adults	0	1	0							
	1	1	0							
	0	0	0							
- Strong Communities	3	2	2							
Number of policies presented for pre-decision										The
scrutiny:										wit
Adulto	٨	2	-							hov
	4 3	3 2	5 1							Pec per
	4	2	3							hol
	7	4	9							Nov
										pro
										pol
										Ent
										has an i
										dev
Number of Crime and Disorder referrals via	0	0	0							
the Councillor Call for Action (CCfA) Process:										1

Context/ Comment

2012-13: 1 instance of sickness

ontext/ Comment

I/A

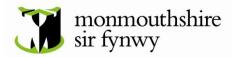
ontext/ Comment

he workload of scrutiny committees has increased ignificantly and additional meetings are being held to ccommodate a greater workload.

The number of call-ins per year has reduced during 2014 which may be due to more pre-decision scrutiny being undertaken.

n line with the action plan, I am working to reduce the number of 'call-in meetings' by ensuring advance notice of decisions, which affords Members the opportunity to have early sight of reports.

The workload of the 4 Select Committees is varied with some committees being more policy focussed, nowever it is clear that the Children and Young People's Select Committee has been largely performance driven, due to a greater emphasis on holding to account following the Estyn Inspection in November 2012. The Select Committee work programmes for 2014/15 show clear requests for new policy e.g. The need for an Events Strategy, an Enterprise Strategy and a People Strategy. This work has come to fruition, so the figures for 2015 will show on increase in pre-decision scrutiny and policy levelopment.



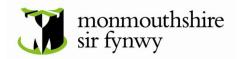
Number of topics suggested for scrutiny by	0	1	3				
the public:							

				Custome	rs (Outcome	/ Is anyone b	etter off?)			
Indicator	Actual 2011/12	Actual 2012/13	Actual 2013/14	Wales Av 2013/14	Target 2014/15	Actual 2014/15 Q1	Actual 2014/15 Q2	Actual 2014/15 Q3	Actual 2014/15 Q4	C
Public involvement in scrutiny meetings.										W
										at
										p
										in
										in sp
										0
										รเ
										re
										р
% attendance at Select Committees	N/A	N/A	N/A							
% attendance at Scrutiny training	N/A	N/A	N/A							T
										in
										S)
										TI №
										is
										p
Number of YouTube views	N/A	N/A	N/A							
Number of public open forum items	N/A	N/A	N/A							Γ

Context/ Comment

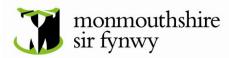
We do not require members of the public to sign an attendance register or to provide us with their personal details. Observations of select committees indicates public attendance at scrutiny meetings is increasing, with members of the public wishing to speak formally at meetings upon issues that interest or concern them. In 2015, a Member of the public submitted a report to a Select Committee which required a meeting be arranged to consider the proposals there in.

There is no concrete information to support these indicators to date; however, the new Modern.gov system should enable future collection of this data. This will assist in drawing assumptions as to whether Members are engaged in scrutiny, whether training is reaching all members and how interested the public are in the work of scrutiny.

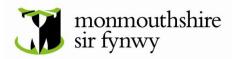


Risk Register 2015-18

Risk	Strategic Operational	Reason why identified (evidence)	Risk Level Medium of Based on a assessing b probability	or Low) score oth	Respon - sible Officer	Actions proposed to mitigate the risk	Progress & impact of actions 2015/16 Q1	Progress & impact of actions 2015/16 Q2	Progress & impact of actions 2015/16 Q3	Progress & impact of actions 2015/16 Q4
			Year	Level						
Potential that the Scrutiny Function performs so ineffectively that it becomes a risk to the Council.	0	The Council's Scrutiny Function has previously been considered a high risk area due to its ineffectiveness.	2015/16 2016/17 2017/18	Low Low	Hazel Ilett, Scrutiny Manager	The Scrutiny Function has been reviewed by the Scrutiny Manger twice in 3 years and also by the Wales Audit office 3 times in 7 years. Recommendations made by both reviews were accepted by the Council and progress has been made to achieve these and ensure continuous improvement in terms of how the function operates and what 'added value' it can deliver.	The 2013 WAO peer review of MCC's Scrutiny Process concluded scrutiny was performing satisfactorily. It also highlighted key actions that will further improve performance and these are contained within the Scrutiny service plan. Performance monitoring of the delivery of the service plan will be undertaken by the Scrutiny Chairs.	As discussed within the plan, we have responded to each recommedations made by the Wales Audit Office and can evidence that we have actioned all of recommendations. The service strives to continuously improve and feedback from Members, officers, partners and inspectors informs whether it is progressing in the right direction. The function self- evaluates annually using the 'Characteristics of Good Scrutiny' as a benchmark.		
Potential that the Scrutiny Function fails in terms of its key responsibility to ensure the Council performs effectively, particularly in relation to the statutory roles to safeguard children and protect vulnerable adults.	0	It relates specifically to the responsibility of Scrutiny Members and is therefore volatile.	2015/16 2016/17 2017/18	Low Low	Hazel Ilett, Scrutiny Manager	The appropriate Select Committees review the performance within their remits on a quarterly basis to ensure any concerns are highlighted at an early stage. The Council's Annual Reporting Framework allows a joint presentation to Scrutiny upon the performance within Social Services as a whole, which seeks to prevent issues falling between the remit of the	Improvements to the way in which Select Committees monitor risk (quarterly as opposed to annually) should ensure that performance is monitored more frequently and robustly to ensure that actions are taken to mitigate key risks that fall within the remit of their committees.	Following the Estyn inspection, the Council has revised its Safeguarding Policy, which has been scrutinised several times over the last 2 years and the Children and Young People's Select Committee receive quarterly reports on safeguarding practice.		



						scrutiny committees.			
Potential that Members fail to challenge effectively and hold Cabinet Members, Officers and Partners to account for decision- making and performance.	0	It relates specifically to the responsibility of Scrutiny Members and is therefore volatile.	2015/16 2016/17 2017/18	Med Med Med	Hazel Ilett, Scrutiny Manager	The Scrutiny Manager has provided 2 training sessions during June/July 2014 with colleagues from the Performance and Improvement Team and the Finance Team to encourage greater challenge amongst Scrutiny Members. Attendance at training sessions was fairly low despite active encouragement from senior leadership.	The Scrutiny Manager has developed a Scrutiny Member Development Programme which consists of a rolling programme of training specifically designed for MCC's Scrutiny Members. Some of the training is to be provided in-house and some by external providers and Scrutiny Members will be encouraged to attend all sessions.	The Estyn Inspection has transformed the way in which we scrutinise performance and hold officers and the Executive to account. We no longer rely on reassurances, but seek evidence to collaborate staements made about our performance.	
That the increased role and responsibilities for the Scrutiny Function arising from the Local Government Measure will place significant burden upon the function in terms of allocating it wider responsibilities and specific duties for which it will not be directly funded or supported.	S	The legislation will enhance the Scrutiny role, but will place additional duties and responsibilities on Scrutiny Members to scrutinise the wider public sector. Due to time and capacity constraints this will undoubtedly influence the focus of scrutiny which has to date been 'in-house' to accommodate the duty to scrutinise externally and may pose future resource implications.	2015/16 2016/17 2017/18	High High High	Hazel Ilett, Scrutiny Manager	The Scrutiny Manager at the present time cannot speculate the ramifications of the legislation recently passed at this early stage. The Scrutiny Manager will keep a watching brief and advise as and when necessary.	The Scrutiny Manager through the National Scrutiny Officers Network has highlighted the need for the Welsh Government to define guidelines for the scrutiny of designated persons. This would assisst in highlighting potential pitfalls and would prepare partners who will be subject to scrutiny on their role and responsibilities. The Scrutiny Manager will provide training for scrutiny members when the guidance has been produced.	The Future Generations Act has progressed through the Assembly's legislative process and the guidance has been published which confirms new duties for local government scrutiny to hold the Public Service Board to account. The new responsibilities will have significant implications for the scrutiny function, requiring a designated appropriate arranagement to be established. This will have implications for Members in terms of their capacity and for officers who support scrutiny: in terms of the requirement to service the new function (Democratic Services) and to	



				ansura it is affastiva
				ensure it is effective
				and operates in line
				with the expectations
				of the Auditor
				General for Wales
				(the Scrutiny
				Manager). The
				Scrutiny Manager is
				preparing a report for
				Council on 21 st
				January2 nd to request
				their agreement to
				establish the
				necessary Public
				Service Board Scrutiny
				Arrangements.