

| Action   | Tasks  | Priority<br>H / M / L | Completion<br>Date | Responsible<br>Officer | Outcome   | Related<br>Characteristics   | Update   |
|--|--|-----------------------|--------------------|------------------------|---|--|--|
| <b>R1 Clarify the role of executive members and senior officers in contributing to scrutiny.</b> |  |                       |                    |                        |   |  |  |
| 1. Clarification of the role and purpose of Cabinet Members contributing to scrutiny.            | 1. Discuss with the Leader the role of Cabinet Members attending scrutiny committees.  | M                     | April 2015         | JW                     | <b>1,2,3 and 4</b><br>Guidelines in place to formalise relationships.       | 1 (i)<br>1 (iv)<br>2 (v)   | <b>1-5 - Completed</b><br><br>Guidelines have been drafted and are contained in a draft protocol to be considered by the DSC and SCCVCG on 10 <sup>th</sup> and 11 <sup>th</sup> February 2016 respectively. |
|  | 2. Establish whether Cabinet Members should lead on References/Call Ins.   | M                     | July 2015          | JW                     |   |  |  |
|  | 3. Guidelines for the relationship between Scrutiny Committees/Cabinet Members and Officers to be developed.   | H                     | October 2015       | JW / JR / KB / GD      |   |  |  |
|  | 4. Review/update existing Scrutiny guidelines as appropriate.  | L                     | January 2016       | JR / GD                |   |  |  |
|  | 5. Clarify with Leader/Cabinet Member whether the preparation of the Cabinet Forward Work Programme should be undertaken on an annual basis (currently quarterly). | M                     | December 2015      | JW                     | <b>5 and 6</b><br>Correlation between Cabinet and Scrutiny work programmes. | Cabinet Work Programme will be published annually and supplemented / updated on a quarterly basis. (Agreed at Cabinet meeting 7 <sup>th</sup> September 2015 and reference included in new |  |

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|   | 6. Establish meetings between Scrutiny Chairmen, Cabinet Members, Directors and Heads of Service in respect of Forward Work Programmes. | M                     | December 2015      | JR / KB / CH / GD      |   |  | Constitution approved by Council on 28 <sup>th</sup> September 2015).<br><br>Timetable of meetings to be drawn up / agreed.   |
| 2. Clarification of Officers' contribution to scrutiny.   | 1. Clarify the appropriateness of Officers presenting Cabinet decisions at scrutiny meetings. (see action 1.1)                          | M                     | October 2015       | JW                     | <b>1 and 2</b><br>Protocols and guidelines in place detailing roles / responsibilities of officers. | 1 (i)<br>1 (iv)<br>2 (ii)<br>2 (iv)<br>2 (v) | <b>1 and 2 Completed</b><br><br>Guidelines have been drafted and are contained in a draft protocol to be considered by the DSC and SCCVCG on 10 <sup>th</sup> and 11 <sup>th</sup> February 2016 respectively |
|   | 2. Establish whether Officers should remain at scrutiny meetings once their relative agenda item(s) have been dealt with.               | M                     | October 2015       | JW                     |   |  |   |
|   | 3. Clarify role of Directors and Heads of Service when devising scrutiny work programmes.   | M                     | December 2015      | JW                     | Correlation between Cabinet and Scrutiny work programmes.   |  |   |
| <b>R2 Ensure that scrutiny members and specifically scrutiny chairs, receive training and support to fully equip them with the skills required to undertake effective scrutiny.</b> |   |                       |                    |                        |   |  |   |
| 3. Expand Member Development and training opportunities.  | 1. Review / update the Member Development Strategy biennially.  | M                     | December 2015      | JW / JR                | Strategy remains updated and "fit for purpose".   | 1 (iv)<br>2 (i)<br>2 (iv)                    | <b>Completed.</b><br><br>Draft updated Strategy being   |

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|        | 2. On an annual basis, undertake a Member Development and Training Needs Analysis (to be undertaken (separately to the Personal Development and Review (PDR) exercise for Senior Responsibility Allowance (SRA) holders). | M                     | Annual             | JW / JR                | Member Development Programme reflects, as far as practicable, outcome of the Training Needs Analysis.      |                            | considered by DSC on 10 <sup>th</sup> February 2016.<br><br>Included as part of Corporate Assessment Action Plan.   |
|        | 3. Undertake PDRs interviews for all Scrutiny Committee Chairmen and Vice Chairmen on an annual basis.  | M                     | December 2015      | JW / JR                | Individual training needs identified, which inform overall Training Needs Analysis.                        |                            | <b>Completed</b><br><br>All Members offered an interview with the Head of Democratic Services. 30 interviews took place   |
|        | 4. Democratic Services Committee (DSC) and Scrutiny Chairmen/ Vice-Chairmen Group (SCCVCG) to consider what Member training should be viewed as "mandatory".  | M                     | March 2016         | JW                     | Areas identified as "mandatory" reported to Cabinet/Scrutiny and Council as appropriate for consideration. |                            | Composition of what makes up 'mandatory' training to be presented at DSC and SCCVCG meetings. To be considered as part of review / update of Member Development Strategy. |

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|  | 5. Democratic Services Committee (DSC) and Scrutiny Chairmen/ Vice-Chairmen Group (SCCVCG) to undertake a self-evaluation of training to identify gaps in training.                             | M                     | March 2016         | DSC / SCCVCG           | Member Development Strategy reviewed / updated to take account of self-evaluation exercise.    |   | To be discussed at DSC and SCCVCG meetings.   |
|  | 6. Undertake a Members' Satisfaction Survey on a biennially basis.  | M                     | February 2016      | DSC / SCCVCG           | Satisfaction levels ascertained and action taken to address areas of dissatisfaction.          |   | Action agreed. Satisfaction survey to be conducted biennially.  |
| <b>R3 Further develop scrutiny work programming to:</b>  |   |                       |                    |                        |  |   |   |
| 4. Provide a clear rationale for topic selection.  | Already in place.   | L                     |                    |                        | Already in place and available on Council's website.   |   | <b>Completed.</b>   |
| 5. Be more outcome focussed and ensure that the method of scrutiny is best suited to the topic area and the outcome desired. | 1. Examine arrangements for pre-Cabinet scrutiny and consider if these should be formalised.  | M                     | October 2015       | JW                     | <b>1 and 2</b><br>Arrangements and criteria for pre-Cabinet scrutiny are clear and documented. | 1 (i)<br>1 (iii)<br>1 (iv)<br>1 (v)<br>2 (ii) | <b>1 and 2</b><br>Draft protocol to be considered by the DSC and SCCVCG on 10 <sup>th</sup> and 11 <sup>th</sup> February 2016 respectively refers to the need for a consistent approach. |
|  | 2. Clarify whether there should be clear and defined circumstances of when pre-Cabinet scrutiny should take place or when this is appropriate i.e. Library review and Joint Regulatory Service. | M                     | October 2015       | JW                     |  |   |   |
|  | 3. Consideration of greater focus upon sharing best practice and exception reporting.   | M                     | December 2015      | JW                     | <b>3 and 4</b><br>Scrutiny Committee agendas are relevant and "fit for purpose".               |   |   |

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|   | 4. Assess the value and purpose of "information only" reports from Cabinet – clarify with Members.                     | M                     | October 2015       | JW                     |  |                                      | Draft protocol to be considered by the DSC and SCCVCG on 10 <sup>th</sup> and 11 <sup>th</sup> February 2016 respectively provides for the practice to cease.                     |
| 6. Align scrutiny programmes with the council's performance management, self-evaluation and improvement arrangements. | 1. Work programmes to be re-aligned with regulators' timetables.<br>(See also 7.1)                                     | M                     | December 2015      | ALL / HI / JA (IDT)    | <b>1 and 2</b><br>Better alignment of work programmes. | 1 (i)<br>1 (iv)<br>2 (ii)<br>2 (iii) | Agreed - Audit Inspection and Regulatory (AIRs) bodies' timetable to be considered when devising scrutiny work programmes.<br><br>Regular meetings to be held between DS and IDT. |
|   | 2. Consideration as to whether scrutiny work programmes should be open ended and be a constant rolling work programme. | M                     | July 2015          | ALL                    |  |                                      | <b>Completed.</b><br><br>Work Programmes to be prepared annually and updated / supplemented on a quarterly basis. Included in new Constitution                                    |

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|   |   |                       |                    |                        |  |                                      | approved by Council on 28 <sup>th</sup> September 2015.   |
| <b>R4 Ensure that scrutiny draws effectively on the work of audit, inspection and regulation and that the activities are complementary with the work of external review bodies.</b> |   |                       |                    |                        |  |                                      |   |
| 7. Better alignment with the work of audit, inspection and regulatory bodies.   | 1. Preparation of scrutiny work programmes to be more closely aligned to the annual planning of Audit Inspection and Review (AIRs). (See also 6.1)                  | H                     | Ongoing Action     | KB / GD / CH           | <b>1,2,3,4 and 5</b><br>Agreed work programmes and better alignment with AIRs. | 1 (i)<br>1 (iv)<br>2 (ii)<br>2 (iii) | <b>1 and 2</b><br>AIRs timetable to be considered when devising Scrutiny Work Programme and information to be shared with the regulatory bodies. Agenda already shared with AIR bodies. |
|   | 2. Scrutiny Work programmes and agendas to be shared with Audit, Inspection and Regulatory bodies.  | H                     | Ongoing Action     | KB / GD / CH           | Reporting arrangements between Audit and Scrutiny Committees formalised.       |                                      | <b>Completed</b><br>Regular meetings arranged between DS and IDT.   |
|   | 3. Establishment of advance meetings with Improvement and Development team over plans for regulatory reporting timescales. (see also 8.1)                           | H                     | July 2015          | KB / GD / CH /JA       | Roles and responsibilities are clarified and documented.                       |                                      | To be considered by Head of Performance and Development and Operational Manager (Audit).  |
|   | 4. Head of Performance and Development and Head of Finance to clarify the process of reporting to Audit, Cabinet and Scrutiny Committees on all regulatory matters. | M                     | March 2016         | HI / HS                |  |                                      | Progress via IDT links with AIRs.   |

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|   | 5. IDT to discuss / agree with Audit, Inspection and Review (AIR) bodies work programme and content <i>(Linked to 7.3)</i>        | M                     | March 2016         | JA                     |  |                            |  |
| 8. Performance reporting complements the work of external review bodies.  | 1. Assess whether the reporting of performance is appropriate i.e. timely and up to date (raise with IDT). <i>(Linked to 7.3)</i> | M                     | March 2016         | JR and JA (IDT)        | <b>1 and 2</b><br>Performance reporting is relevant, focused and timely.   | 1 (i)<br>1 (iv)<br>2 (ii)  | <b>1 and 2</b><br>Review of Performance Management Framework to be undertaken by IDT.  |
|   | 2. Evaluate the feasibility for greater reporting of exceptional performance and increased emphasis on direction of travel.       | M                     | March 2016         | JR and JA (IDT)        |  |                            |  |
|   | 3. Query with regulatory bodies as to what is the exact information that they consider most relevant.                             | M                     | March 2016         | JR and JA (IDT)        | Raised awareness amongst Members of requirements of regulators.  | To be raised with AIRs.    |  |
| <b>R6 Ensure that the impact of scrutiny is properly evaluated and acted upon to improve the function's effectiveness; including following up on proposed actions and examining outcomes.</b> |   |                       |                    |                        |  |                            |  |
| 9. Agreed Scrutiny framework regarding performance in order to quantify and evidence success.   | 1. Review the mechanism for decision- tracking.   | L                     | March 2016         | JW / JR                | <b>1 and 2</b><br>Cabinet decisions are clear and accompanied by well-defined reasons. Effective decision-tracking in place. | 1 (i)                      | Workshop on 16 <sup>th</sup> July 2015 agreed decision-tracking considered fit for purpose.<br><br>Draft protocol to be considered by the DSC and SCCVCG on 10 <sup>th</sup> |

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|   | 2. On a mid-term basis each scrutiny committee to undertake a self-evaluation exercise of its performance (via a Member Survey and a Workshop for all Members). | L                     | July 2016                          | JR                     |   |                                    | and 11 <sup>th</sup> February 2016 respectively provides for Cabinet to provide clear reasons in minutes in the event of Scrutiny Committee recommendations not being accepted.<br><br>Self-evaluation to be undertaken, for example to include aspects such as the School Progress Panel Members Survey completed Summer 2015. |
| <b>R7 Undertake regular self-evaluation of scrutiny utilising the 'outcomes and characteristics of effective local government overview and scrutiny' developed by the Wales Scrutiny Officers' Network.</b> |   |                       |                                    |                        |   |                                    |   |
| 10. Self-evaluation of scrutiny.  | 1. Consider Member Development and training.<br><br>2. Identify gaps in Member knowledge base through Member survey and PDR process.<br>(See Recommendation 2)  | M<br><br>M            | December 2015<br><br>December 2015 | ALL<br><br>ALL         | <b>1 and 2</b><br>Member Development Programme reflects, as far as practicable, outcome of the Training Needs Analysis. | 1 (i)<br>1 (iii)<br>1 (v)<br>2 (i) | <b>1 and 2 - Completed</b><br><br>Member Development Strategy to be evaluated biennially.<br><br>Training Needs Analysis to be undertaken on an   |



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|  | 3. Build upon the ongoing findings from the biennial Member satisfaction survey.  | M                     | April 2016                            | ALL                    | Satisfaction levels ascertained and action taken to address areas of dissatisfaction. |                            | annual basis.<br><br>Member satisfaction survey to be conducted biennially, followed by an evaluation of findings. The outcome of the latest survey is being reported to DSC and SCCVCG on 10 <sup>th</sup> and 11 <sup>th</sup> February 2016 respectively. |
|  | 4. Through the SCCVCG, undertake annual assessments of aspects that work and areas of weakness. Part of Self-evaluation workshop. | L                     | Annual following Mid-term assessment. | JW / JR                | Guidelines and procedures developed.  |                            | Self-evaluation workshop to be held on an annual basis.  |
|  | 5. Self-evaluation exercise between Members and Officers following all Task and Finish Reviews.                                   | L                     | Ongoing Action                        | ALL                    | Annual self-evaluation undertaken   |                            | Self-evaluation exercise to be scheduled as part of Task and Finish Reviews.   |
|  | 6. Review content and layout of the Scrutiny Annual Report.   | L                     | June 2016                             | ALL                    | Annual report accurately depicts an evaluation of the impact of Scrutiny.             |                            | Revised layout of Scrutiny Annual report. To begin 2016.   |
| <b>R8 Implement scrutiny improvement action plans developed from the Wales Audit Office improvement study.</b> |   |                       |                                       |                        |   |                            |  |
|  |   |                       |                                       |                        |   |                            |  |

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| 11. Agree and implement Action Plan in response to Wales Audit office (WAO) Scrutiny Improvement Study.   | 1. DSC, SCCVCG, Scrutiny Committees, Cabinet and the Council, as appropriate, agree the contents of the Action Plan for implementation. | H                     | October 2015       | JW                     | <b>1 and 2</b><br>Action Plan agreed and monitoring arrangements in place. | 1 (i)<br>1 (iv)<br>1 (v)   | <b>Completed</b><br><br>Action Plan endorsed principle by SCCVCG and DSC. Progress to be monitored by DSC and SCCVCG. |
|   | 2. Progress in the implementation of the Action Plan to be monitored by DSC and SCCVCG and Cabinet, as appropriate.                     | M                     | Ongoing Action     | JW                     |  |                            |   |
| <b>R9 Adopt Participation Cymru's 10 Principles for Public Engagement in improving the way scrutiny engages with the public and stakeholders.</b> |   |                       |                    |                        |  |                            |   |
| 12. Adopt the 10 Principles for Public Engagement.  | 1. The 10 principles have been adopted and a copy will be uploaded onto the Council's Website.  | M                     | October 2015       | GD                     | Raised Member awareness of Principles.                                     |                            | <b>Completed</b>  |
|   | 2. To be considered by all Task and Finish Groups when carrying out scoping exercises.  | M                     | July 2015          | ALL                    | Greater consideration of public engagement during Task and Finish Reviews. |                            | Agreed, to be part of scoping exercise.   |

Footnote:

Recommendation 5 – is not relevant to this Action Plan, as the responsible partners are the Wales Audit Office, CSSIW and Estyn.