

CITY AND COUNTY OF SWANSEA

NOTICE OF MEETING

You are invited to attend a Meeting of the

DEMOCRATIC SERVICES COMMITTEE

At: Committee Room 1, Civic Centre, Swansea

On: Tuesday, 6 October 2015

Time: 4.30 pm

MEMBERS OF THE SCRUTINY PROGRAMME COMMITTEE ARE ALSO INVITED TO THIS MEETING

AGENDA

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|----------|---|----------------|
| 1 | Apologies for Absence. | |
| 2 | Disclosures of Personal and Prejudicial Interests. | 1 - 2 |
| 3 | Minutes.
To approve and sign as a correct record the Minutes of the Democratic Services Committee held on 16 June 2015. | 3 - 5 |
| 4 | Democratic Services Committee Annual Report 2014-2015. | 6 - 18 |
| 5 | Scrutiny Annual Report 2014-2015. | 19 - 44 |
| 6 | Workplan. | |
| 7 | Date of Next Meeting - 15 December 2015 at 5 pm. | |



Patrick Arran
Head of Legal, Democratic Services & Procurement
Monday, 28 September 2015

Contact: Allison Lowe, Democratic Services - Tel: 636923

DEMOCRATIC SERVICES COMMITTEE (12)

Councillors

Labour Councillors: 8

Bob A Clay	Andrea S Lewis
J P Curtice	David J Lewis
Nick J Davies	Geraint Owens
Erika T Kirchner	Lesley V Walton

Liberal Democrat Councillors: 2

Jeff W Jones	Paul M Meara (Chair)
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Independent Councillor: 1

Keith E Marsh	
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Conservative Councillor: 1

Anthony C S Colburn	
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Officers:

Jack Straw	Chief Executive
Patrick Arran	Head of Legal, Democratic Services & Procurement – Electronic
Tracey Meredith	Deputy Head of Legal, Democratic Services & Procurement
Huw Evans	Head of Democratic Services
Lee Wenham	Head of Marketing, Communications & Scrutiny
Dave Mckenna	Overview & Scrutiny Manager
Democratic Services	
File	
Archives	
Councillor C E Lloyd	Cabinet Member for Transformation & Performance
Councillor M H Jones	Chair of Scrutiny Programme Committee

Total Copies Needed:

27

SCRUTINY PROGRAMME COMMITTEE (16)

Labour Councillors: 11

R A Clay	T J Hennegan
A M Cook	D J Lewis
D W Cole	G Owens
S E Crouch	R V Smith
J P Curtice	G J Tanner
N J Davies	

Liberal Democrat Councillors: 3

M H Jones	P M Meara
J W Jones	

Independent Councillor: 1

E W Fitzgerald	
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Conservative Councillor: 1

A C S Colburn	
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Co-opted Members:

Name	Term of Office
David Anderson-Thomas	14.03.2014 – 13.03.2017
Sarah Joiner	08.07.2013 – 07.07.2017

Disclosures of Interest

To receive Disclosures of Interest from Councillors and Officers

Councillors

Councillors Interests are made in accordance with the provisions of the Code of Conduct adopted by the City and County of Swansea. You must disclose orally to the meeting the existence and nature of that interest.

NOTE: You are requested to identify the Agenda Item / Minute No. / Planning Application No. and Subject Matter to which that interest relates and to enter all declared interests on the sheet provided for that purpose at the meeting.

1. If you have a **Personal Interest** as set out in **Paragraph 10** of the Code, you **MAY STAY, SPEAK AND VOTE** unless it is also a Prejudicial Interest.
2. If you have a Personal Interest which is also a **Prejudicial Interest** as set out in **Paragraph 12** of the Code, then subject to point 3 below, you **MUST WITHDRAW** from the meeting (unless you have obtained a dispensation from the Authority's Standards Committee)
3. Where you have a Prejudicial Interest you may attend the meeting but only for the purpose of making representations, answering questions or giving evidence relating to the business, **provided** that the public are also allowed to attend the meeting for the same purpose, whether under a statutory right or otherwise. In such a case, you **must withdraw from the meeting immediately after the period for making representations, answering questions, or giving evidence relating to the business has ended**, and in any event before further consideration of the business begins, whether or not the public are allowed to remain in attendance for such consideration (**Paragraph 14** of the Code).
4. Where you have agreement from the Monitoring Officer that the information relating to your Personal Interest is **sensitive information**, as set out in **Paragraph 16** of the Code of Conduct, your obligation to disclose such information is replaced with an obligation to disclose the existence of a personal interest and to confirm that the Monitoring Officer has agreed that the nature of such personal interest is sensitive information.
5. If you are relying on a **grant of a dispensation** by the Standards Committee, you must, before the matter is under consideration:
 - i) Disclose orally both the interest concerned and the existence of the dispensation; and
 - ii) Before or immediately after the close of the meeting give written notification to the Authority containing:

- a) Details of the prejudicial interest;
- b) Details of the business to which the prejudicial interest relates;
- c) Details of, and the date on which, the dispensation was granted; and
- d) Your signature

Officers

Financial Interests

1. If an Officer has a financial interest in any matter which arises for decision at any meeting to which the Officer is reporting or at which the Officer is in attendance involving any member of the Council and /or any third party the Officer shall declare an interest in that matter and take no part in the consideration or determination of the matter and shall withdraw from the meeting while that matter is considered. Any such declaration made in a meeting of a constitutional body shall be recorded in the minutes of that meeting. No Officer shall make a report to a meeting for a decision to be made on any matter in which s/he has a financial interest.
2. A "financial interest" is defined as any interest affecting the financial position of the Officer, either to his/her benefit or to his/her detriment. It also includes an interest on the same basis for any member of the Officers family or a close friend and any company firm or business from which an Officer or a member of his/her family receives any remuneration. There is no financial interest for an Officer where a decision on a report affects all of the Officers of the Council or all of the officers in a Department or Service.

CITY AND COUNTY OF SWANSEA

MINUTES OF THE DEMOCRATIC SERVICES COMMITTEE

HELD AT THE GUILDHALL, SWANSEA ON TUESDAY, 16 JUNE 2015
AT 5.00 PM

PRESENT: Councillor Paul M Meara Presided

Councillor(s)	Councillor(s)	Councillor(s)
R A Clay	J W Jones	K E Marsh
A C S Colburn	E T Kirchner	P M Meara
N J Davies	D J Lewis	L V Walton

Other Councillors:

Councillor C E Lloyd	Standards Committee Member & Councillor Support and Development Member Champion
Councillor L G Thomas	Standards Committee Member

Independent Members of the Standards Committee:

Jill Burgess	Jennifer Gomes	Margaret Williams
Gareth Evans	Meirion Howells	

1 **ELECTION OF THE VICE CHAIR FOR THE 2015 - 2016 MUNICIPAL YEAR**

RESOLVED that Councillor Nick J Davies be elected as Vice Chair of the Democratic Services Committee for the 2015-2016 Municipal Year.

2 **APOLOGIES FOR ABSENCE.**

Apologies for absence were received from Councillors J P Curtice and A S Lewis.

3 **DISCLOSURES OF PERSONAL AND PREJUDICIAL INTERESTS.**

In accordance with the Code of Conduct adopted by the City & County of Swansea, no interests were declared.

4 **MINUTES.**

RESOLVED that the minutes of the Democratic Services Committee held on 11 March 2015 be approved and signed as a correct record.

5 **COUNCILLORS TRAINING - DISCUSSION WITH STANDARDS COMMITTEE MEMBERS (VERBAL)**

The Chair of the Democratic Services Committee welcomed the members of the Standards Committee to the meeting.

The Head of Democratic Services stated that members of the Standards Committee had been invited to the meeting as their Workplan included assisting in seeking to increase attendance at Councillors training sessions. A discussion ensued between the members of the Democratic Services Committee and the Standards Committee.

RESOLVED that:

- 1) The identified training sessions be classed as Mandatory and regular non-attendance reports be passed to the relevant Political Group Leaders / Whips by the Head of Democratic Services;
- 2) All sessions be time-tabled for both a daytime and evening session in order to encourage better attendance;
- 3) The information gathered via the evaluation forms be analysed to improve future training delivery and to ensure a full training audit is completed;
- 4) Successful training sessions be adapted into e-learning programmes wherever possible to compliment the Councillors Training Programme.

6 **COUNCILLOR'S TRAINING NEEDS ANALYSIS 2015 - 2016**

The Head of Democratic Services submitted a report which sought to approve a new Training Needs Analysis (TNA) for 2015-2016. The results of the TNA (together with any training needs identified in Councillors Personal Development Reviews) would assist in creating a Councillor Training Programme based on those needs identified by Councillors.

The Committee discussed the issue and made the following suggestions:

- i) The following courses should be mandatory:
 - Corporate Parenting;
 - Data Protection;
 - Good Decision Making, Bias, Pre-determination and Rules of Natural Justice;
 - Interests, Gifts & Hospitality including Public Services Ombudsman for Wales guidance ;
 - Introduction to Code of Conduct & Standards;
 - Rules of Debate;
 - Safeguarding Adults;
 - Safeguarding and Protection of Children;
 - Scrutiny questioning skills (for members on a Scrutiny Committee / Panel).

- ii) Training in the areas of Audit, Licensing and Recruitment and Selection be added to the Committee Specific Courses section;
- iii) Tablet / Smart Phone training (including the application of) be added to the Councillors Induction programme;
- iv) The Head of Democratic Services, where possible, identify the courses that would be relevant for Councillors on a specific Committee;
- v) Frequency of how often training should be undertaken in a specific topic area be included on the Training Needs Analysis form.

RESOLVED that:

- 1) The Training Needs Analysis be amended to include the suggestions above;
- 2) The results of the Training Needs Analysis and suggested Councillor Training Programme together with a recommendation relating to labelling a number of training sessions as mandatory be submitted to a future meeting of Council.

7 **WORKPLAN.**

RESOLVED that the Workplan for 2015-2016 be noted.

Date	Issue
15 September 2015	Councillors Training Programme 2015-2016
15 September 2015	Councillors Personal Development Reviews
15 September 2015	Councillors Annual Reports
15 September 2015	Democratic Services Committee Annual Report
15 December 2015	To be confirmed
15 March 2016	To be confirmed

8 **DATE AND TIME OF NEXT MEETING - TUESDAY, 15 SEPTEMBER 2015 AT 5.00 PM**

RESOLVED that the next meeting of the Democratic Services Committee be re-arranged as a joint meeting between the Democratic Services Committee and Scrutiny Programme Committee on a date to be agreed.

The meeting ended at 6.12 pm

CHAIR

Agenda Item 4

Report of the Head of Democratic Services

Democratic Services Committee – 6 October 2015

DEMOCRATIC SERVICES ANNUAL REPORT 8 May 2014 – 18 May 2015

Purpose:	To provide the Democratic Services Annual Report for the period 8 May 2014 to 18 May 2015. The report outlines the work of the Committee during that period.
Policy Framework:	None.
Reason for Decision:	For Information Only
Consultation:	Access to Services, Finance, Legal.
Report Author:	Huw Evans - Head of Democratic Services
Finance Officer:	Carl Billingsley
Legal Officer:	Tracey Meredith
Access to Services Officer:	Phil Couch

1. Introduction

- 1.1 The Local Government (Wales) Measure 2011 required each Principal Council to establish a Democratic Services Committee. The Annual Meeting of Council held on 24 May 2012 originally established the Democratic Services Committee.
- 1.2 Councillor P M Meara was appointed Chair of the Democratic Services Committee by Council on 6 January 2015.
- 1.3 The Democratic Services Committee is serviced by the Head of Democratic Services, Huw Evans.
- 1.4 The Democratic Services Annual Report is attached as **Appendix A**.

2. Format of Annual Report

- 2.1 Councillors are asked to comment on the style and format of the Annual Report informally to the Head of Democratic Services as he is keen to ensure that it becomes an informative, easy to read report.

3. Equality and Engagement Implications

- 3.1 An Equality Impact Assessment (EIA) screening process took place prior to the consultation period. The outcome indicated that it was low priority and a full report was not required.

4. Financial Implications

4.1 There are no financial implications associated with this report.

5. Legal Implications

5.1 There are no legal implications other than those set out in the body of the report.

Background Papers: None.

Appendices:

Appendix A	Democratic Services Annual Report 8 May 2014 – 18 May 2015
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**Democratic Services Annual Report
8 May 2014 – 18 May 2015**

Table of Contents	
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6	Activities of the Democratic Services Committee
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9	General Information

1. Foreword by the Chair of the Democratic Services Committee

- 1.1 I was appointed to chair the Democratic Services Committee in January 2015. My term of office so far has seen the move from the Civic Centre to the Guildhall, with the disruption that the move entailed, and the loss of members of staff in the Democratic Services section. Despite the reduction in staff, I am assured that software developments and a realignment of staffing will soon address the issue.
- 1.2 As in previous years, the Democratic Services Committee has focussed its work mainly in the area of Councillor Training. The Committee is concerned that take up of training by Councillors is still relatively low, despite our use of a Learning Styles Analysis and a Training Needs Analysis, the formulation of a Councillors' Learning and Development Strategy and an extensive Councillors Training Programme. This year we have put in place a system of Councillors' Personal Development Reviews which we hope will assist with the process of formulating the Councillors Training Programme.
- 1.3 Councillor Annual Reports are another area that the Committee has focussed its attention. It is pleasing to note the steady progress in the number of Councillors making use of the facility.
- 1.4 During the coming year, I intend examining how we can make greater use of digital technology with an aim to assisting Councillors in their roles.
- 1.5 This has been a busy period for the Democratic Services Committee. I would like to extend my thanks and appreciation to the Committee for their time, dedication and support.
- 1.6 A number of officers have helped considerably with the work of the Committee. In particular, I would mention the Huw Evans, Head of Democratic Services, Allison Lowe, Councillor Support Officer and the Democratic Services Team.

Councillor Paul M Meara
Chair of Democratic Services Committee

2. Membership of the Democratic Services Committee

- 2.1 The membership of the Democratic Services Committee for the period 8 May 2014 – 18 May 2015:

Councillor	Councillor
Bob Clay	Erika T Kirchner
Anthony C S Colburn	Andrea S Lewis
Ann M Cook (up to 03.03.15)	David J Lewis
J P Curtice (from 30.09.14)	Keith E Marsh
Nick J Davies (Vice Chair)	Paul M Meara (Chair from 06.01.15)
Robert Francis-Davies (up to 30.09.14)	Geraint Owens (from 03.03.15)
Jeff W Jones (from 03.03.15)	Lesley V Walton
Mary H Jones (up to 03.03.15, Chair until 08.12.14)	

3. Dates of the Democratic Services Committee Meetings

- 3.1 The Democratic Services Committee met 4 times during this period.

16 July 2014	3 December 2014
11 September 2014	11 March 2015

4. Attendance Figures by the Members of the Democratic Services Committee

- 4.1 The attendance figures for each member of the Democratic Services Committee are set out below.

Councillor	Possible	Actual	Attendance by Percentage
B Clay	4	4	100%
A C S Colburn	4	4	100%
A M Cook	3	2	67%
J P Curtice	2	1	50%
N J Davies	4	4	100%
R Francis-Davies	2	0	0%
J W Jones	1	1	100%
M H Jones	3	3	100%
E T Kirchner	4	2	50%
A S Lewis	4	3	75%
D J Lewis	4	2	50%
K E Marsh	4	3	75%
P M Meara	4	3	75%
G Owens	1	0	0%
L V Walton	4	3	75%

5. Democratic Services Committee - Terms of Reference

The remit of the Democratic Services Committee is set out in **Section 11 of the Local Government (Wales) Measure 2011** and is to:

- 5.1 Exercise the function of the local authority under section 8(1)(a) Local Government (Wales) Measure 2011 (designation of Head of Democratic Services).
- 5.2 Review the adequacy of provision by the authority of staff, accommodation and other resources to discharge Democratic Services functions, including:
 - a) Achievement of the Welsh Local Government Association's (WLGA) Member Support and Development Charter;
 - b) Councillor Training;
 - c) Improvements and innovations such as electronic voting, web casting etc.
- 5.3 Make reports and recommendations to the authority in relation to such provision.
- 5.4 It is for a Democratic Services Committee to determine how to exercise those functions.
- 5.5 To determine whether or not the Councillors period of family absence should be cancelled in accordance with Regulation 34 of the Local Government (Wales) Measure 2011.
- 5.6 To determine whether or not to withhold a Councillor's Remuneration should they fail to return following a period of family absence on the date specified in the notice provided.

6. Activities of the Democratic Services Committee

- 6.1 During the municipal year 2014-2015 the Democratic Services Committee has undertaken a range of activities. The activities are listed below together with a brief synopsis of the work.
- 6.2 **Councillor Consultation on City & County of Swansea Future ICT Services**
 - 6.2.1 The Committee was provided with an updated on the feedback received as a result of the termination of the ICT Capgemini contract. The responses would help to mould and reform future services once the services come back "in-house".

6.3 Amendments to the Council Constitution & to the Councillors Handbook

6.3.1 The Committee reviewed the following topics which are contained in the Council Constitution or the Councillors Handbook:

- Family Absence for Councillors;
- Remote Attendance at Meetings;
- Lord Mayor and Deputy Lord Mayor Protocol;
- Section C3 “Protocols” (of the Councillors Handbook).

6.4 Delivery of Agendas to Councillors

6.4.1 The Committee considered options on the delivery of agendas to Councillors in order to lower the cost of the weekly Courier Service. They recommended to Council that the Authority establish a Voluntary Opt out System whereby Councillors were encouraged to opt out of the Courier Service.

6.5 Councillors Annual Reports

6.5.1 The Welsh Government states that it is mandatory for each Authority to offer support to any Councillor to complete an Annual Report in a bilingual capacity. It is not mandatory, however, for Councillors to produce Annual Reports.

6.5.2 The Committee were updated on the number of Annual Reports that had been received and uploaded onto the Council’s Website.

6.6 Local Government (Wales) Measure 2011

6.6.1 The Committee discussed the role of and functions of the Head of Democratic Services, Democratic Services Committee and Scrutiny as outlined in the Local Government (Wales) Measure 2011.

6.6.2 As a result of issues raised the Committee agreed a number of additional measures in order to strengthen the links between the Head of Democratic Services and the Scrutiny Manager as follows:

- a) Democratic Services Committee Annual Report. This will include a section on Democratic Services and Scrutiny, Team Structures, Meetings, Training and associated issues. This will be presented to the Committee and Council annually;
- b) Quarterly Meetings between Chair and Vice Chair of Democratic Services, Chair and Vice Chair of Scrutiny Programme Committee, Councillor Support and Development Member Champion, Head of Democratic Services and the Scrutiny Manager;

- c) 2 x 6 Monthly Presentations to the Scrutiny Programme Committee by the Chair and Vice Chair of Democratic Services and Head of Democratic Services;
- d) 2 x 6 Monthly Presentations to the Democratic Services Committee by the Chair and Vice Chair of Scrutiny Programme Committee and Scrutiny Manager.

6.7 Democratic Services Committee Annual Report 24 May 2012 to 30 April 2014

6.7.1 The Committee received their first Democratic Services Committee Annual Report.

6.8 Devolution, Democracy and Delivery White Paper – Reforming Local Government: Power to Local People

6.8.1 The Committee considered and discussed matters listed in the Consultation Survey issued by the Welsh Government that had a direct impact on Councillors and Democratic Services. Their recommendations were included in a response sent via Council.

6.9 Councillor Training and Development

6.9.1 Following a review of the attendance at the various sessions arranged via the Councillors Training Programme 2014-2015, see **Appendix 1**, the Committee recognised the need to formally coordinate Councillor Development.

6.9.2 As such, a revised Training Needs Analysis form was circulated to all Councillors, which would lead to the creation of a new Councillors Training Programme for 2015-2016.

6.9.3 It should be noted that due to the withdrawal of the Improvement Grant from the Welsh Government, the Welsh Local Government Association (WLGA) have revised their Councillor Development and Support Services for 2015-2016, see **Appendix 2**.

6.10 Independent Remuneration Panel for Wales – Annual Report February 2015

6.10.1 The Committee reviewed the Annual Report published by the Independent Remuneration Panel for Wales.

7. Work Programme 2015-2016

7.1 The Committee will continue to monitor the Local Government (Wales) Measure 2011 as further guidance is issued and will continue to progress the work already ongoing.

7.2 The Committee will continue to keep its focus on Councillor Training and Development and seek to ensure that all non executive Councillors are fully represented and have the tools which they need to conduct their duties. Should any Councillor or indeed anybody have a suggestion that falls within the remit of the Democratic Services Committee then it shall be considered if appropriate.

8. Democratic Services Team 8 May 2014-18 May 2015

8.1 The Team Structure for Democratic Services and Scrutiny for the period 2014-2015 are set out below. The Posts are all 1 Full Time Equivalent (fte) unless otherwise stated.

8.2 Democratic Services Team

Job Title	Officer Name	Notes
Head of Democratic Services	Huw Evans	-
Democratic Services Coordinator	Jane Tinker	Left on 13 May 2015
Democratic Services Officer	Samantha Woon	-
Democratic Services Officer	Gareth Borsden	-
Democratic Services Officer	Jeremy Parkhouse	-
Democratic Services Assistant	Suzanne Collins	Left on 9 December 2014
Councillor Support Officer	Allison Lowe	-
Councillor Support Assistant	Caroline Davies	-
Administration Assistant	Karen Thomas	-

8.3 Scrutiny Team

Job Title	Officer Name	Notes
Scrutiny Manager	Dave Mckenna	-
Scrutiny Coordinator	Brij Madahar	-
Scrutiny Officer (0.8 fte)	Delyth Davies	-
Scrutiny Officer	Rosie Jackson	-
Scrutiny Officer	Michelle Roberts	-
Scrutiny Research Officer (0.6 fte)	Jenna Tucker	-

9. General Information

9.1 The Democratic Services Committee is keen to see members of the public attending its Meetings. With the exception of confidential items, all business is held in public. All of the public papers are published online www.swansea.gov.uk

Further information can be provided by Democratic Services:
Democratic.Services@swansea.gov.uk or on 01792 63 6923

Councillor Training Programme 2014-2015 (Appendix 1)

Day	Date	Time	Location	Event	Officer	Max No.	Attended	
							CIrs	Co-opt
Tuesday	13.05.2014	-	-	Licensing - Due to Cttee Membership Change	-	1	1	0
Thursday	03.07.2014	2.00 pm	Cttee Room 2	Freedom of Information	Janet Hooper	34	20	2
Thursday	03.07.2014	3.30 pm	Cttee Room 2	Data Protection (including ICO role as data controller)	Janet Hooper	34	15	1
Wednesday	23.07.2014	3.30 pm	Cttee Room 2	Data Protection (including ICO role as data controller)	Janet Hooper	34	10	1
Wednesday	23.07.2014	5.00 pm	Cttee Room 2	Freedom of Information	Janet Hooper	34	5	0
Monday	04.08.2014	1 – 4 pm	Cttee Room 2	Public Engagement	Participation Cymru / Rhian Millar	34	7	0
Tuesday	05.08.2014	9.30 – 12.30	Cttee Room 2	Public Engagement	Participation Cymru / Rhian Millar	34	10	2
Wednesday	06.08.2014	4.30 – 7.30 pm	Cttee Room 2	Public Engagement	Participation Cymru / Rhian Millar	34	4	0
Thursday	14.08.2014	3.00 pm	Meeting Room 3	How to get the most out of your tablet / smart phone	Paul Lamprey	12	10	0
Wednesday	08.10.2014	3.00 pm	Room 2.2.1	How to get the most out of your tablet / smart phone	Paul Lamprey	12	6	1
Wednesday	08.10.2014	5.00 pm	Room 2.2.1	How to get the most out of your tablet / smart phone	Paul Lamprey	12	5	0
Monday	13.10.2014	10 am	Cttee Room 2	Safeguarding	Diane Cooper	22	9	1
Wednesday	15.10.2014	2.00 pm	Cttee Room 2	Financial Governance	Jeff Dong & external consultants	34	6	2
Thursday	23.10.2014	2.30 pm	Cttee Room 3	Safeguarding	Diane Cooper	22	11	3
Friday	31.10.2014	10 am	Cttee Room 2	Safeguarding (Mop-up session)	Diane Cooper	22	6	0
Tuesday	04.11.2014	-	-	Appeals & Awards - Due to Cttee Membership Change	-	1	1	0
Wednesday And Tuesday	12.11.14 18.11.14		Cabinet Conf Room	Recruitment & Selection (for Cabinet Members only)	Steve Rees / Deb Yates	10	5	0
Wednesday	19.11.2014	1.30 pm	Cttee Room 1	Workshop - Elected Members Role in Supporting and Promoting Gypsies, Roma and Travellers	Jake Bowers in conjunction with Anna Morgan, WLGA	50 inc. NPT	8	0
Tuesday	25.11.2014	3.00 pm	Circle Bar, Grand Theatre	Scrutiny Councillor Development Session – Making the best use of performance information	LGIU		9	2
Wednesday	26.11.2014	3.00 pm	Cttee Room 1	Defamation	Patrick Arran	34	7	1
Tuesday	09.12.2014	5.00 pm	Cttee Room 2	Defamation	Patrick Arran	34	11	3
Monday	23.02. 2015	2.00 pm – 3.00 pm	Cttee Room 3	Human Trafficking & Anti-Slavery	Fiona Hughes & Diane Cooper	22	5	0

Councillor Training Programme 2014-2015 (Appendix 1)

Day	Date	Time	Location	Event	Officer	Max No.	Attended	
							Cllrs	Co-opt
Thursday	05.03.2015	9.30 am – 12.30 pm	Cttee Room 3	Human Trafficking & Anti-Slavery	Fiona Hughes & Diane Cooper	22		
Thursday	12.03.2015	9.00 am – 5.00 pm	Cttee Room 6, Guildhall	Planning Committee Training The Role of Councillors in Planning in Wales: Propriety and Good Practice	Ryan Thomas	12		
Thursday	26.03.2015	5.00 pm – 8.00 pm	Cttee Room 3	Human Trafficking & Anti-Slavery	Fiona Hughes & Diane Cooper	22		

Councillor Development and Support Services from the WLGA: 2015-16

The work of a councillor is complex and challenging and the political, legislative and local landscape in which they work is changing constantly. Communities have high expectations of their elected representatives from the day of their election throughout their period of office. New and experienced councillors therefore need appropriate support, guidance and personal and professional development to undertake their complex and evolving roles.

The WLGA works with local authorities across Wales to help provide this important support to councillors. The support is informed by councillors themselves and the officers who support them.

The WLGA has over a decade of experience in providing valued training, development and support to councillors and officers. The WLGA's improvement and support role has however been refocused following the withdrawal of Welsh Government funding in 2015; the WLGA will continue to coordinate and provide strategic national guidance and support to local authorities but will offer a more focused range of bespoke in-house training and support packages to councils and councillors. The WLGA will charge for some services from 1st April 2015.

CORE SERVICES (FREE)

- **Ad hoc guidance to authorities, councillors and officers** on all aspects of councillor support and development
- **Facilitating national councillor and officer networks** to share learning, experiences and expertise, to collaborate on activities such as the production or delivery of councillor training or guidance notes
- **Developing national guidance**, with input from authorities, such as the Wales Charter for Member Support and Development, model member development strategies, role descriptions and development frameworks.
- **Developing induction and training modules and e-learning** for councillors and authorities
- **Representing local government interests and views** to ensure that the needs of councillors are promoted and that the requirements of authorities are reflected in Welsh Government policies, programmes and legislation
- **Signposting authorities** to, and briefing of, consultants and trainers who can provide specialist training and development for councillors in Wales
- **Promoting leading practice and raising standards** of councillor development and support through the Wales Charter for Member Support and Development
- **Supporting councils' arrangements for personal development review for councillors**, including workshops for those involved and undertaking or sourcing peers to undertake reviews for councillors who chose to seek this outside of their local arrangements
- **Liaising with national partners** to ensure any councillor development or training programmes that may be offered in future are appropriate, proportionate and add value

TRAINING

Coaching, training and workshops will be provided by WLGA officers, unless otherwise specified or requested.

Councillor skills workshops: £200 plus VAT

- **Chairing skills for councillors:** An interactive workshop covering the key skills required to chair meetings effectively. This provides councillors with some examples of good practice and encourages them to consider their own performance as chairs or vice chairs.
- **Chairing skills for scrutiny:** A similar workshop catering for the specialist needs of the chairs of overview and scrutiny committees.
- **Scrutiny Questioning skills:** An interactive workshop on outcome focused questioning strategies and techniques for scrutiny committee members.
- **Effective scrutiny:** An opportunity for scrutiny members to review their approaches to outcome focused scrutiny which makes an impact.
- **How to be a mentor:** An interactive workshop where members have opportunities to develop practical skills in mentoring new or inexperienced members.
- **Similar bespoke workshops on request** where expertise is available in the WLGA. For example induction workshops.

Workshops are typically 2hrs. Maximum numbers 15 councillors per workshop. Workshops can be delivered to councillors from one or a group of authorities.

- **Other skills or subject matters:** The WLGA aims to be responsive and, on request, will seek to signpost to relevant trainers or may deliver and/or commission other sessions in response to emerging councillor development and training needs where possible. Fees may vary depending on whether additional external trainers are required.

Regional/National Workshops on new or key areas of councillor skills and knowledge: £75 plus VAT per delegate (4 for the price of 3 for multiple bookings).

Individual Coaching for Councillors: £200 plus VAT for 4 confidential sessions (plus cost of any psychometrics). Sessions will be provided by a WLGA qualified coach, to help councillors address current or new challenges, role changes or personal skills.

Individual Support for Chairs: £400 plus VAT. Confidential one-to-one support for chairs focusing on improving confidence and performance in meetings and on webcasts. This would include observation of meetings, feedback on performance and 3 coaching sessions

FOR FURTHER INFORMATION, CONTACT:

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Report of the Chair of the Scrutiny Programme Committee

Democratic Services Committee– 06 October 2015

SCRUTINY ANNUAL REPORT – 2014/15

Purpose:	To provide a report on the work of scrutiny for the municipal year 2014-15
Report Author:	Councillor Mary Jones / Dave Mckenna
Finance Officer:	Paul Cridland
Legal Officer:	Tracey Meredith
Access to Services Officer:	Sherill Hopkins
FOR INFORMATION	

1.0 Introduction

1.1 Every year Council requires that an annual report is produced for the work of scrutiny for the previous municipal year. This was reported to Council on 23 July 2015.

1.2 The Scrutiny Annual Report is used to:

- Highlight the work carried out by scrutiny
- Show how scrutiny has made a difference
- Support continuous improvement for the scrutiny function

1.3 For the fourth year the report is being produced as a simple scorecard. This approach is intended to highlight a small number of key indicators that illustrate four performance questions. These questions, which are intended to reflect a 'results based' approach, are:

- What was the impact of scrutiny?
- How well did we do it?
- How much did scrutiny affect the business of the Council?
- How much scrutiny did we do?

1.4 Charts have been added that show comparative data with previous years where available. Arrows on the main scorecard have also been added to indicate the direction of change for each measure.

1.5 The annual report was agreed by the Scrutiny Programme Committee on 13 July 2015.

1.6 Any comment made by Council or the Democratic Services Committee will be considered by the Committee to inform future annual reports.

2.0 Financial Implications

2.1 There are no financial implications associated with this report.

3.0 Legal Implications

3.1 The Council Constitution requires that an overview & scrutiny annual report is produced each year although the style and content of the annual report is not prescribed.

4.0 Equality and Engagement Implications

4.1 There are no equality and engagement implications associated with this report.

Background Papers: None.

Appendices:

Appendix A – Scrutiny Annual Report 2014-15

Scrutiny Annual Report 2014/15

Scrutiny Programme Committee
City and County of Swansea - Dinas a Sir Abertawe

July 2015



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1. Looking Back and Looking Forward

Councillor Mary Jones, Chair of the Scrutiny Programme Committee



The last year has been a year of improvement and development for scrutiny in Swansea. The single committee system, introduced in 2012, has become a normal part of how we do things and continues to attract interest from other Councils. The Wales Audit Office, as part of their recent corporate assessment, has confirmed that this is a flexible approach to scrutiny that allows councillors to follow their own interests. There is of course always room for improvement.

Once again we have used a scorecard approach and this allows us to compare what we have done with previous years. Some of our improved indicators include:

1. Average councillor attendance at scrutiny meetings (72%)
2. Number of chairs letters written to cabinet members (78)
3. Recommendations signed off by scrutiny as completed (80%)
4. Councillors who agree that scrutiny has a positive impact on the business of the Council (84%)
5. Staff who agree that scrutiny has a positive impact on the business of the Council (79%)

I am particularly pleased that we have done more pre-decision scrutiny this year. Although only two topics have been covered (ICT services and the proposed Lease of Underhill Park to Mumbles Community Association, the feedback we have had has been very good and I hope we can do more of this type of work in future.

I also believe strongly that an important role of scrutiny is to hold Cabinet members to account. For this reason I want to ensure that we take the time to engage fully with all 10 of the Council's Cabinet Members in a fair and balanced way. Over the last 12 months every Cabinet Member has come to the committee. Each has taken the time to provide us with information in advance and each has been extremely constructive in the individual question and answer sessions. However, I feel we can get more out of these sessions that contain so much that will be of interest to the public.

Scrutiny continues to be a topic of national significance. The recent Welsh Government White Paper; 'Power to Local People' underlines the continuing importance being placed on scrutiny as an essential element of local democracy and good governance. This focus on scrutiny at the national level is very welcome. However, recognition will also have to be given to the

increased demands on scrutiny councillors that will come with this increasing role.

In terms of learning and development there were certainly two highlights. The first was a development session with Ian Bottrill organised through the Centre for Public Scrutiny and the second was a visit to the Welsh Assembly to see how they approach public engagement in their scrutiny work. I am grateful to everyone who made these activities possible.

Looking forward we have identified six improvement outcomes that will provide a focus for us in the year ahead:

1. We need to talk more to cabinet members so that we can plan better and ensure that our work is making a difference
2. We need to align the work of scrutiny more closely to the five corporate priorities so that we can focus and impact on the things that matter.
3. We need more briefings and development sessions so that we have the knowledge and skills we need
4. We need more coverage in the media so that the public are more aware of our work
5. We need more members of the public contributing to scrutiny meetings so that we can reflect their views in our work
6. We need closer links with regulators and inspectors so that we can provide a more coordinated and effective challenge

I look forward to report back our progress next year.

A handwritten signature in cursive script that reads "Mary Jones".

2. Swansea Scrutiny Results Scorecard 2014-15

Scrutiny Practice	A. How much scrutiny did we do?	B. How well did we do it?
	<ul style="list-style-type: none"> 1. Number of committee meetings = 21 ↑ 2. Number of panel meetings/working groups = 99 ↑ 3. Number of in-depth inquiries completed = 4 ↑ 	<ul style="list-style-type: none"> 4. Councillors who say they have a good understanding of the work of scrutiny = 91% ↓ 5. Staff who say they have a good understanding of the work of scrutiny = 58% ↑ 6. Average councillor attendance at scrutiny meetings = 72% ↑ 7. Backbench councillors actively involved in scrutiny = 77% ↓ 8. Councillors who agree that the level of support provided by the Scrutiny Team is either excellent or very good = 85% ↑ 9. Staff who agree that the level of support provided by the Scrutiny Team is either excellent or very good = 75% ↑
Scrutiny Outcomes	C. How much did scrutiny affect the business of the Council?	D. What were the outcomes of scrutiny?
	<ul style="list-style-type: none"> 10. Number of chairs letters written to cabinet members = 78 ↑ 11. In depth inquiries reported to Cabinet = 4 ↓ 12. Action plans agreed = 4 ↔ 13. Follow ups undertaken = 4 ↑ 14. Number of Cabinet reports subject to pre decision scrutiny = 2 ↑ 15. Cabinet members who attended at least one question and answer session at the Scrutiny Programme Committee = 100% ↔ 	<ul style="list-style-type: none"> 16. Scrutiny recommendations accepted or partly accepted by Cabinet = 90% ↓ 17. Recommendations signed off by scrutiny as completed = 80% ↑ 18. Councillors who agree that scrutiny has a positive impact on the business of the Council = 84% ↑ 19. Staff who agree that scrutiny has a positive impact on the business of the Council = 79% ↑

↕↑ = significant change, ↓↑ = small change, ↔ no change

3. About the Indicators

A. How much scrutiny did we do?

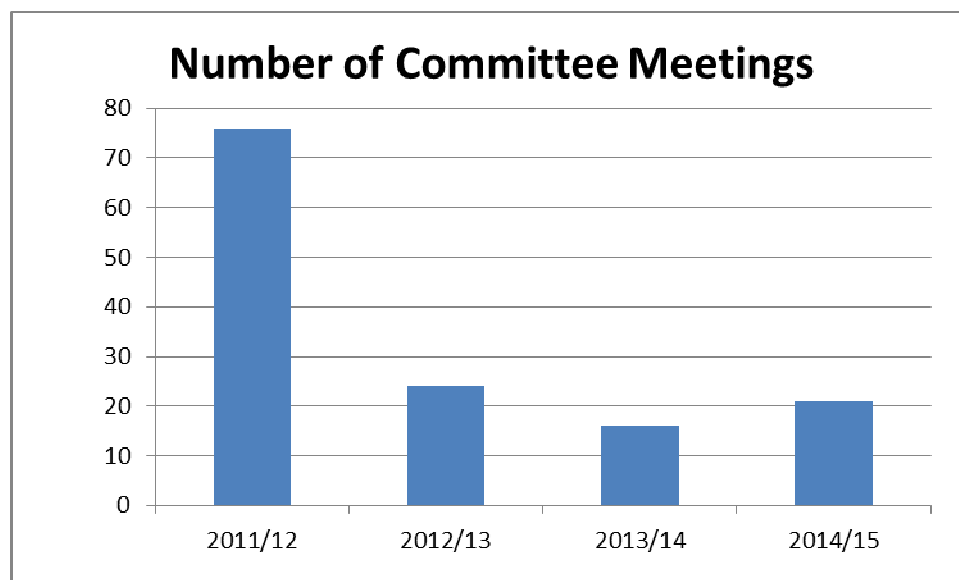
3.1 Number of formal committee meetings = 21

Formal committee meetings for scrutiny are held in public and give councillors the opportunity to hold cabinet members to account and provide challenge on a range of policy and service issues.

The committee meetings for 2014-15 were as follows:

- Scrutiny Programme Committee (12 meetings)
- Special Scrutiny Programme Committee – review of gypsy & traveller site search process (9 meetings)

Comparison with previous years:



(Note: During 2012/13 before the Scrutiny Programme Committee was established three Scrutiny Boards were operating. In 2011/12 there were five boards and two committees)

3.2 Number of panel meetings/working groups = 99

Panel meetings and working groups are established by the Scrutiny Programme Committee with an appointed convener.

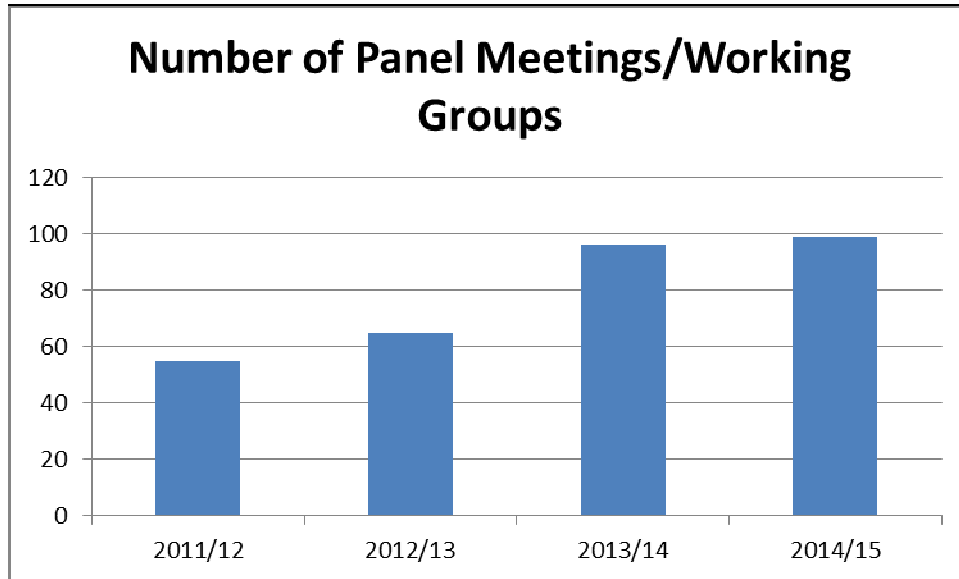
There are two types of panels:

Inquiry panels - these undertake in-depth inquiries into specific and significant areas of concern on a task and finish basis.

Performance panels - these provide in-depth monitoring and challenge for clearly defined service areas.

Working groups are one-off meetings established when a matter should be carried out outside of the committee but does not need a panel to be set up.

Comparison with previous years:

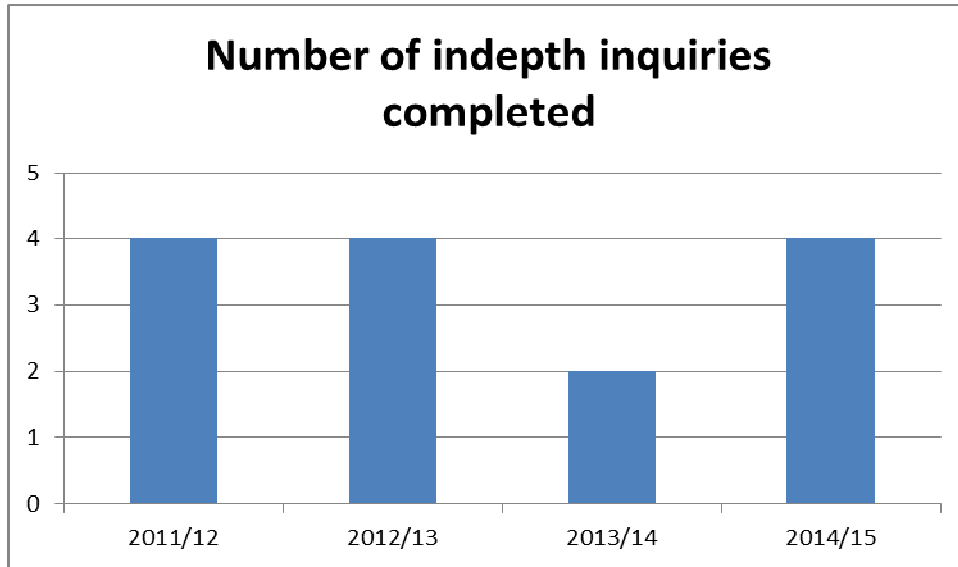


3.3 Number of in-depth inquiries completed = 4

Work on the following in-depth inquiries was completed during 2014-15:

Inquiry	Panel
<i>Open for Business:</i> How can we increase inward investment to Swansea and the city region?	Inward Investment Inquiry Panel
<i>Public Engagement:</i> How can the Council improve its engagement practices?	Public Engagement Inquiry Panel
<i>Improving Street Scene Services:</i> How well does the Council maintain and keep clean the roads, footways and verges in Swansea, and what changes should it make?	Streetscene Inquiry Panel
<i>Building an Independence Service:</i> How can the Council and its partners best support older people to remain in their own homes?	Social Care at Home Inquiry Panel

Comparison with previous years:

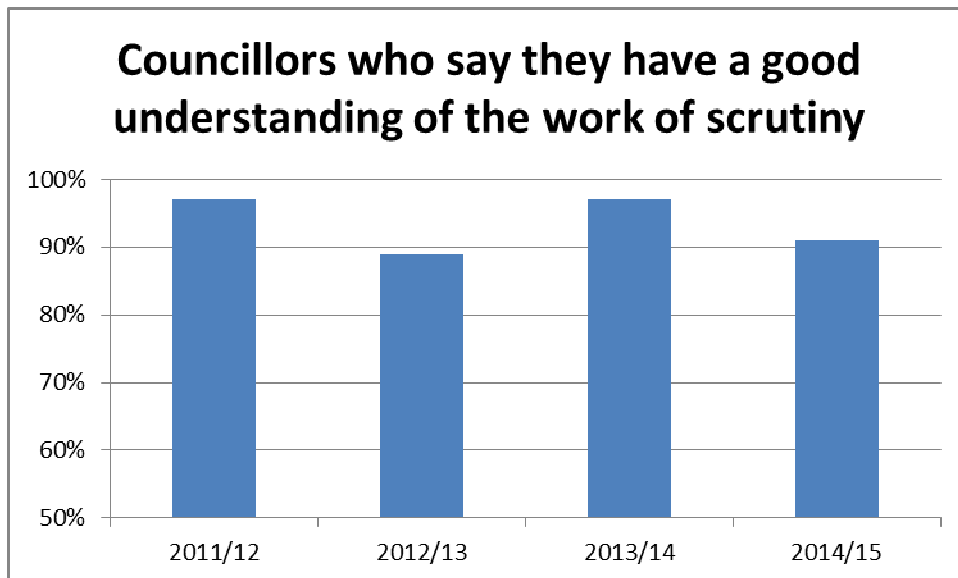


B. How well did we do it?

3.4 Councillors who say they have a good understanding of the work of scrutiny = 91%

Awareness and understanding of scrutiny is an important aspect of effectiveness. This data is collected via an annual survey of Councillors. The numbers of councillors who responded to the survey was 33 (46% of all councillors).

Comparison with previous years:



3.5 Staff who say they have a good understanding of the work of scrutiny = 58%

Awareness and understanding of scrutiny is an important aspect of effectiveness. This data is collected via an annual survey of staff and

partners. The number of people answering this question was 83 which is a low number from which to draw meaningful conclusions.

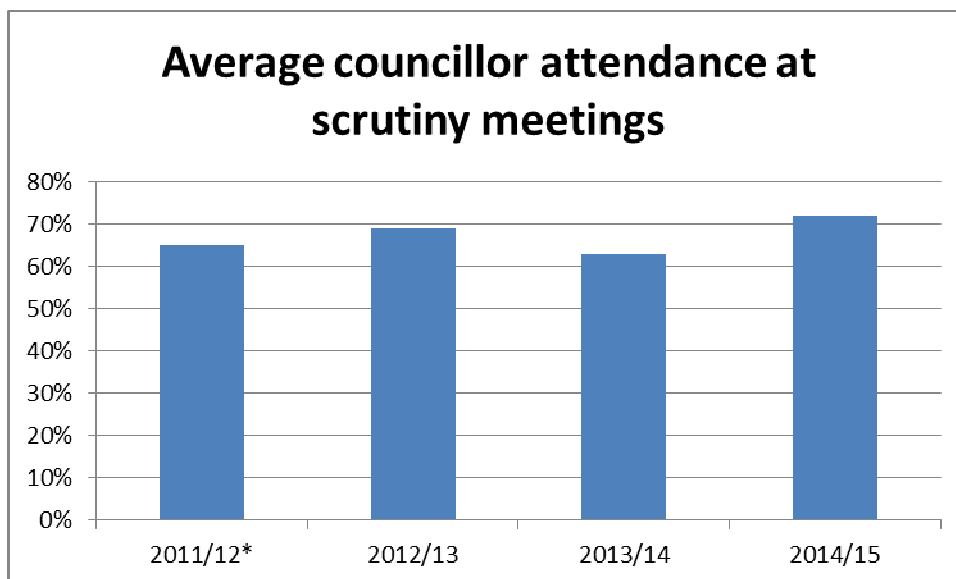
Comparison with previous years:



3.6 Average councillor attendance at scrutiny meetings = 72%

The rate of councillor attendance measures an important aspect of effectiveness as it reflects the engagement of councillors in the scrutiny process. Attendance figures for councillors attending formal meetings are collected by the Members Support Team and published on the Council's website. 2014/15's figure is an overall attendance figure that includes the Scrutiny Programme Committee, panel meetings and the working groups.

Comparison with previous years:

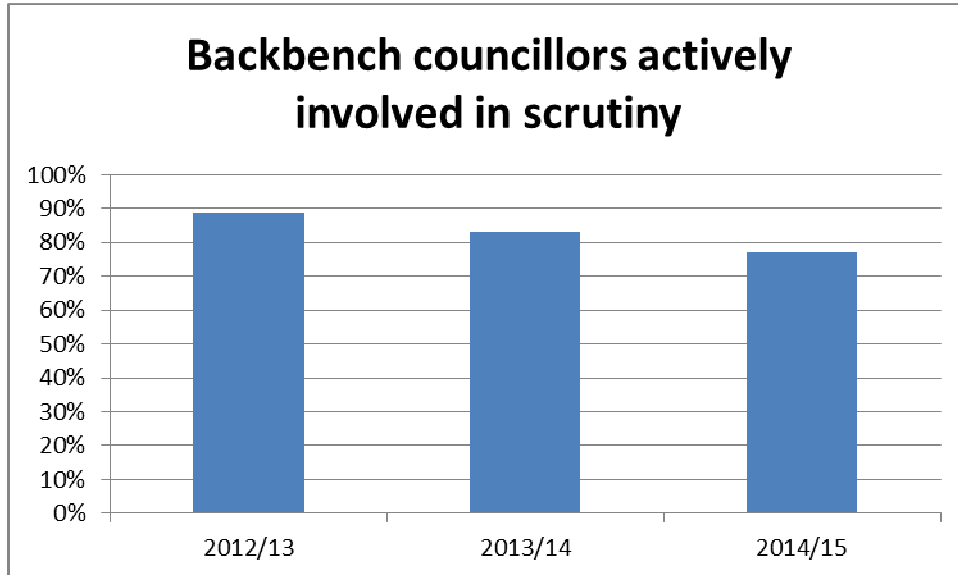


*formal meetings only

3.7 Backbench councillors actively involved in scrutiny = 77%

The large majority of backbench councillors were involved in scrutiny either through the Scrutiny Programme Committee, panels or working groups.

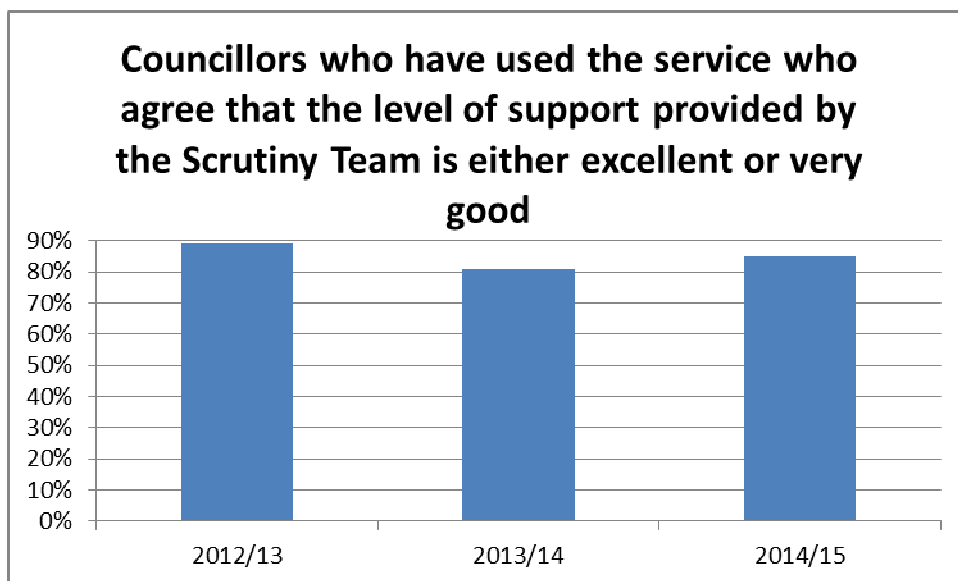
Comparison with previous years:



3.8 Councillors who have used the service who agree that the level of support provided by the Scrutiny Team is either excellent or very good = 85%

The Scrutiny Team provides capacity for the committee and the panel meetings/working groups to undertake their work by undertaking, for example, project management, research, report writing and liaison with cabinet and witnesses. This data is collected via an annual survey of councillors. The number of councillors answering this question was 33.

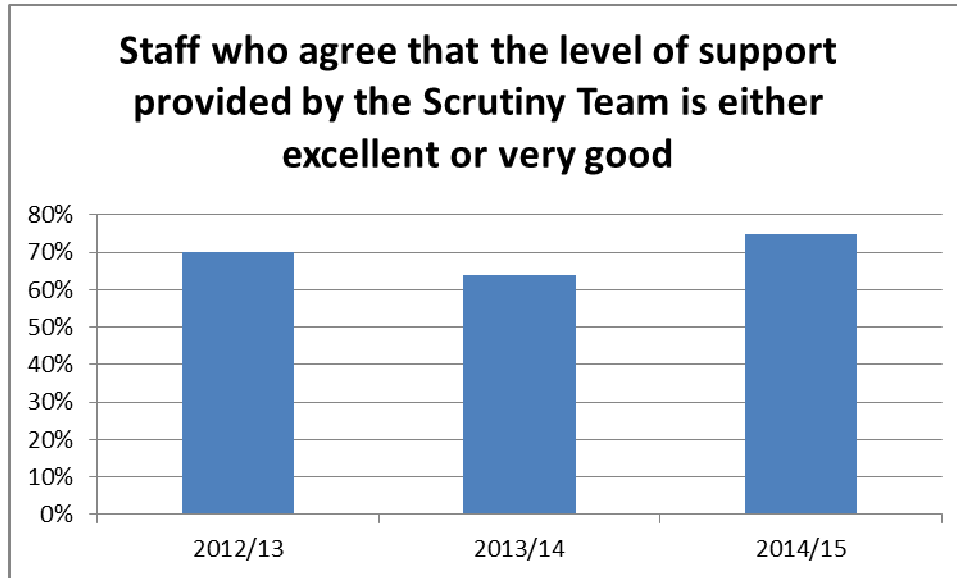
Comparison with previous years:



3.9 Staff who agree that the level of support provided by the Scrutiny Team is either excellent or very good = 75%

The Scrutiny Team provides capacity for the committee and the panel meetings/working groups to undertake their work by undertaking, for example, project management, research, report writing and liaison with cabinet and witnesses. This data is collected via an annual survey of staff and partners. Only those who have used the service are asked this question. The number of people answering this question was 12.

Comparison with previous years:

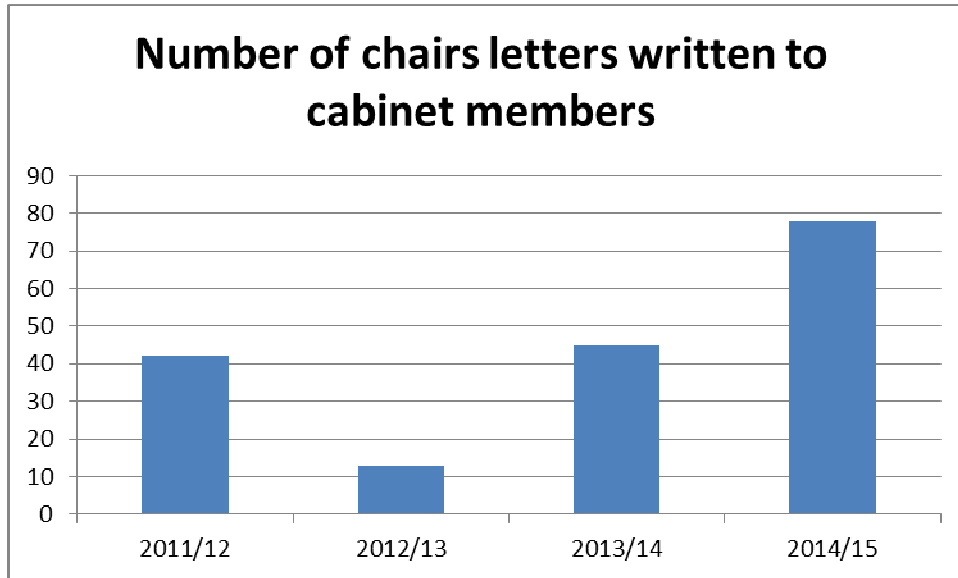


C. How much did scrutiny affect the business of the Council?

3.10 Number of chairs letters written to cabinet members = 78

Chairs letters allow the committee and panel meetings/working groups to communicate quickly and efficiently with the relevant cabinet members. They use these letters to raise concerns, highlight good practice, ask for further information and make recommendations.

Comparison with previous years:

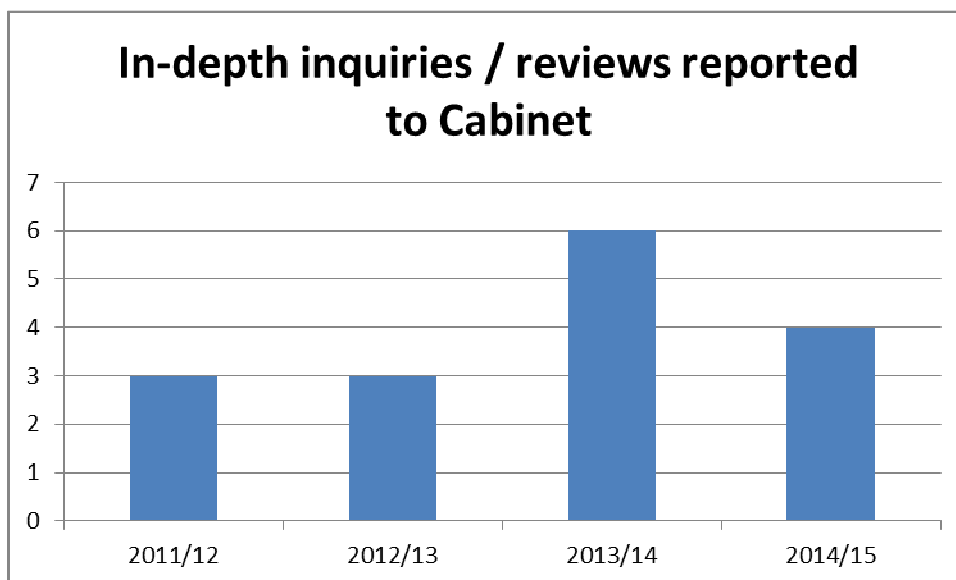


3.11 In-depth inquiries / reviews reported to Cabinet = 4

In depth inquiries are reported to Cabinet for a response to the recommendations agreed by scrutiny and action plan on how the recommendations will be implemented. The following in-depth reviews were reported to Cabinet from scrutiny with the number of recommendations from each shown in brackets:

- Inward Investment (12)
- Streetscene (21)
- Public Engagement (16)
- Social Care at Home (22)

Comparison with previous years:

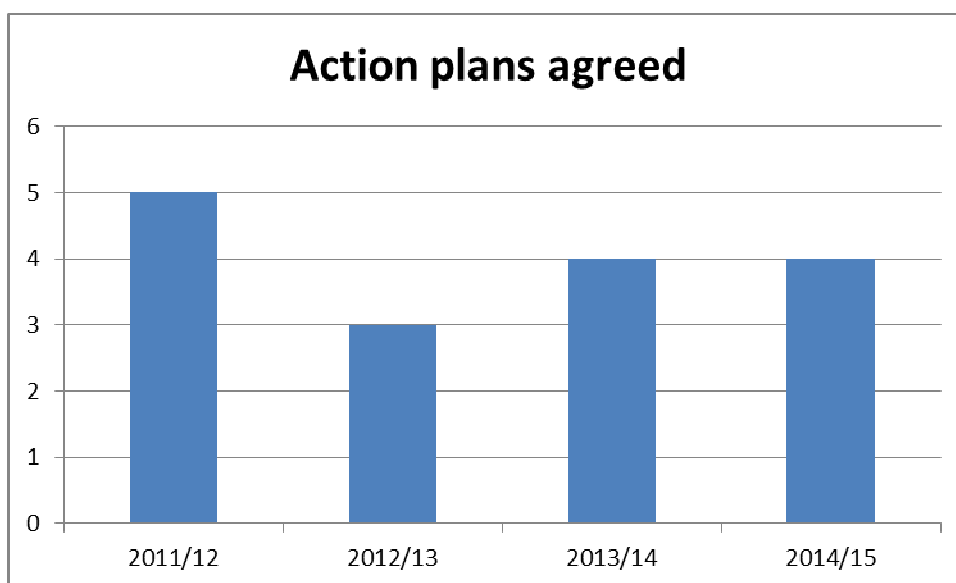


3.12 Action plans agreed = 4

Once recommendations and an action plan have been agreed by cabinet, scrutiny will follow up on progress with implementation and impact. The following action plans were agreed following in-depth inquiries during 2014-15:

- Inward Investment
- Streetscene
- Public Engagement
- Social Care at Home

Comparison with previous years:

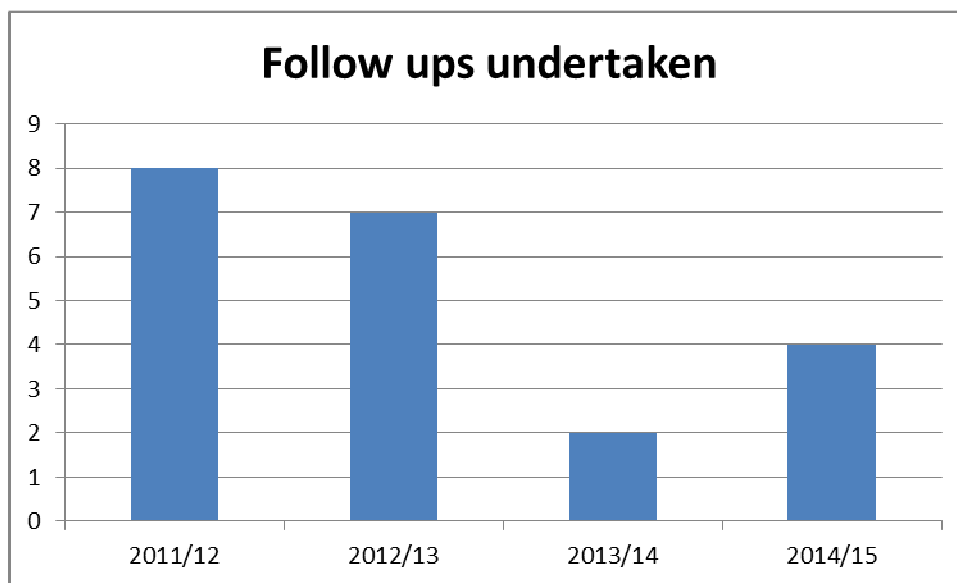


3.13 Follow ups undertaken = 4

In order to check whether the agreed action plans have been carried out, scrutiny will ask for follow up reports from cabinet members. If councillors are satisfied they can then conclude the work for that inquiry. The following follow ups were considered in 2014-15:

- Services for Looked After Children
- Tourism in Swansea
- Public Transport
- Affordable Housing

Comparison with previous years:

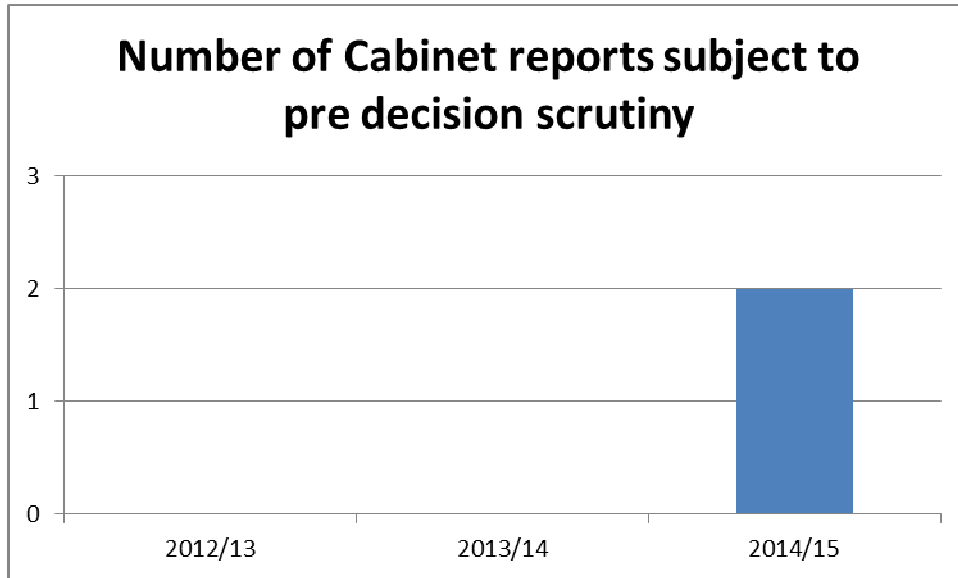


3.14 Number of Cabinet reports subject to pre decision scrutiny = 2

Pre decision scrutiny involves scrutiny councillors considering cabinet reports before cabinet makes a final decision. In 2014/15 2 cabinet reports were subject to pre decision scrutiny, these were:

- Proposed Lease of Underhill Park to Mumbles Community Association
- Everyone's IT - The Move to an in-House Managed ICT Service

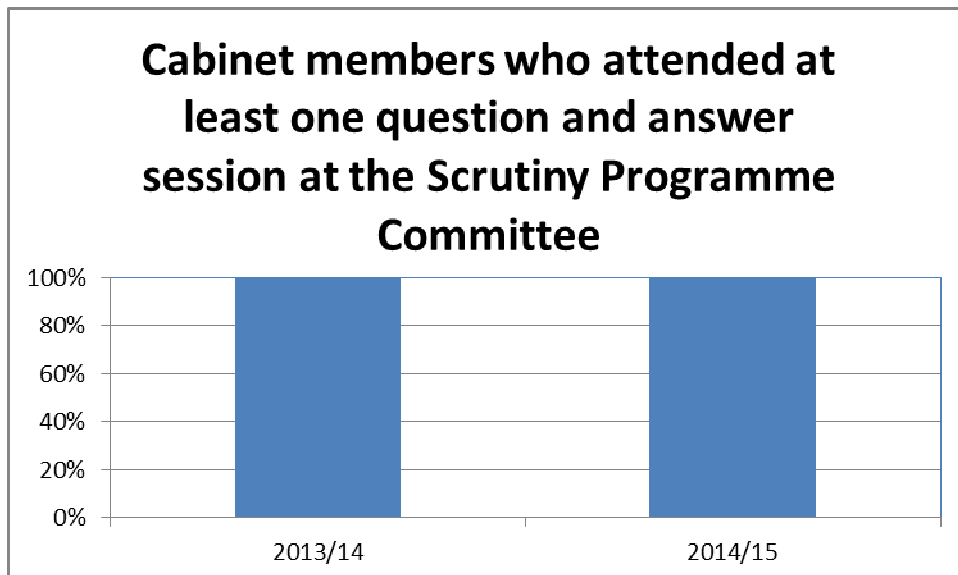
Comparison with previous years:



3.15 Cabinet members who attended at least one question and answer session at the Scrutiny Programme Committee – 100%

Cabinet members attend scrutiny meetings to answer questions and provide information. Cabinet attendance at scrutiny meetings is a good indicator that the ‘holding to account’ role of scrutiny is functioning well. In 2014/15 every Cabinet member attended at least one question and answer session at the Scrutiny Programme Committee. This indicator was added in 2013/14.

Comparison with previous years:

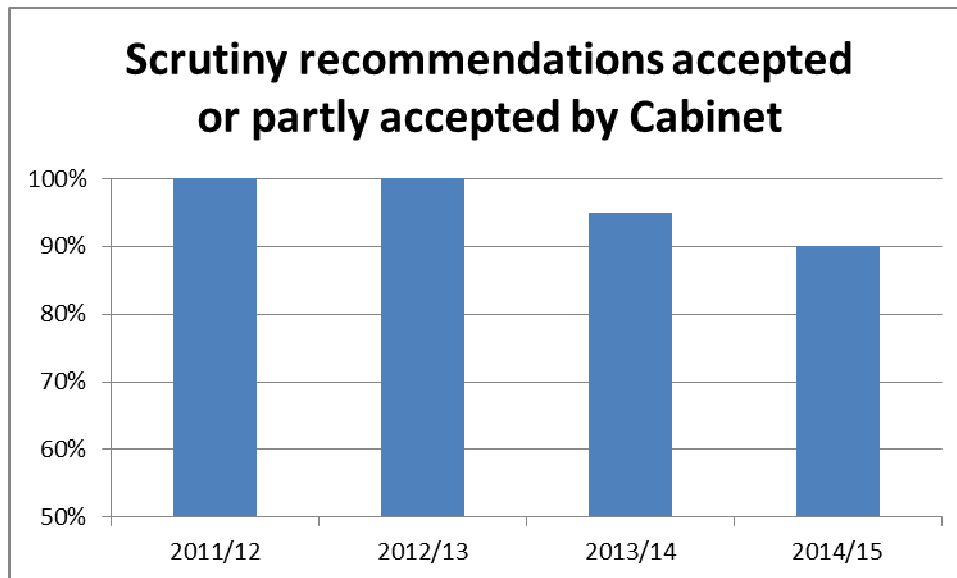


D. What were the outcomes of scrutiny?

3.16 Scrutiny recommendations accepted or partly accepted by Cabinet = 90%

The rate that cabinet accept scrutiny recommendations is a good indicator of whether scrutiny is making strong recommendations based on robust evidence. Cabinet responded to 49 scrutiny recommendations in 2014-15 of which 39 were accepted and 5 were partly accepted. 5 were rejected.

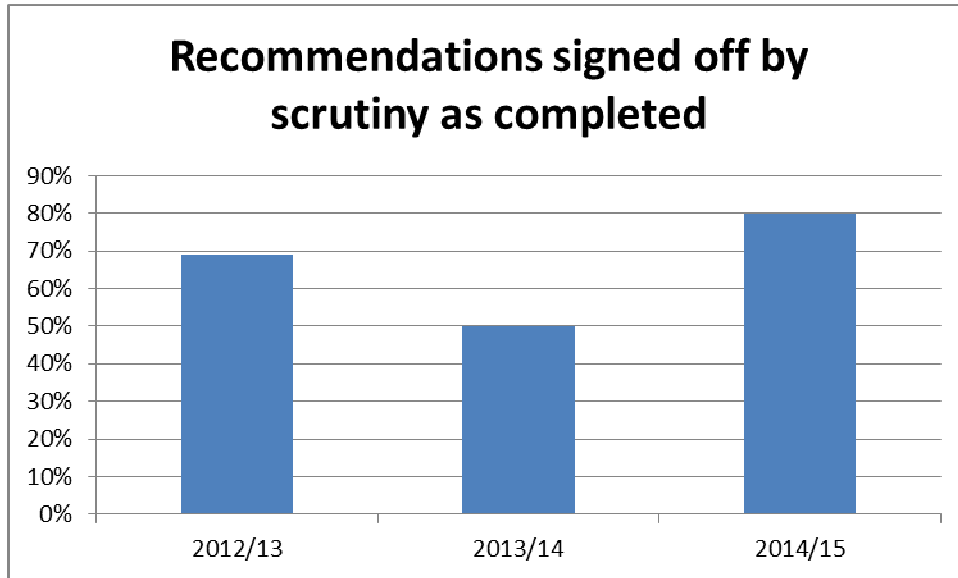
Comparison with previous years:



3.17 Recommendations signed off by scrutiny as completed = 80%

When follow up reports are presented to scrutiny they detail which of the recommendations from the in depth inquiry have been completed in line with the cabinet member's action plan and which have not. Scrutiny councillors then consider whether they agree with the assessment taking into account the evidence they are presented with. This indicator represents the percentage of recommendations accepted by scrutiny as being completed for the year (51 recommendations were considered of which 41 were signed off as complete).

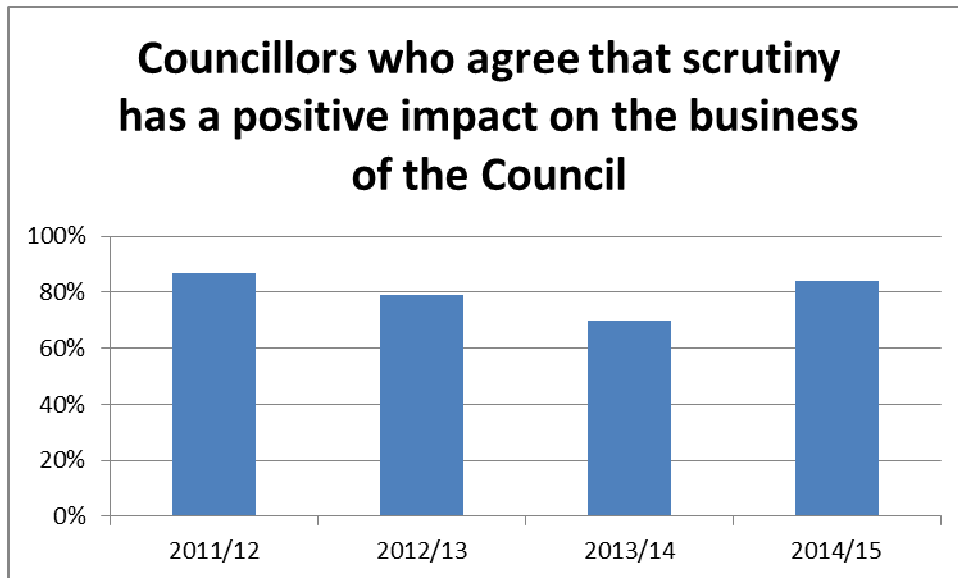
Comparison with previous years:



3.18 Councillors who agree that scrutiny has a positive impact on the business of the Council = 84%

As part of an annual survey, councillors are asked whether they believe that scrutiny has made a difference. The numbers of councillors who responded to the survey was 33 (46% of all councillors).

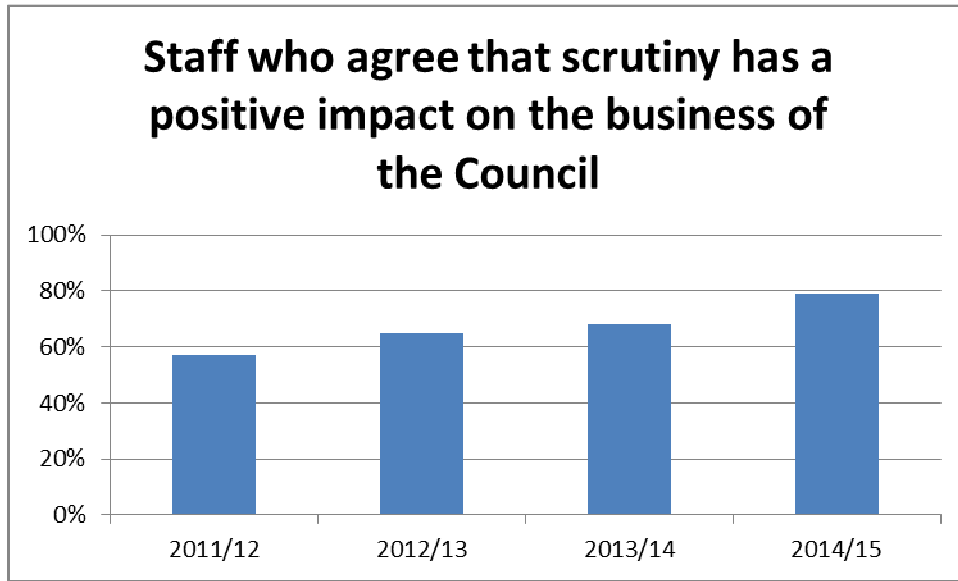
Comparison with previous years:



3.19 Staff who agree that scrutiny has a positive impact on the business of the Council = 79%

As part of an annual survey, staff and partners are asked whether they believe that scrutiny has made a difference. The number of people answering this question was 83.

Comparison with previous years:



4. Feedback and Improvement

This section gives a summary of what people have told us about scrutiny other than via the survey questions reported on as part of the scorecard. It draws on the text responses from our survey, feedback gathered from meetings and the recent reports from the Welsh Local Government Association Peer Review, Wales Audit Office Corporate Assessment and the CSSIW Performance Report. It includes the opinions of councillors, council officers, partners and inspectors.

4.1 How people see scrutiny

Scrutiny was defined by people in a number of ways:

- An internal regulatory function of the council
- Critical challenge to delivery of key Council business
- An opportunity to explain some of the most important issues to members and receive constructive feedback
- Evaluating council services and decisions and allowing us to establish what's working well and what needs more development for the future
- Research and investigation on how we operate and where we can work smarter for less
- An alternative look at our services
- Something that should be the *raison d'etre* for a backbench councillor
- A necessary activity to help ensure standards are met, objectives achieved etc

The Wales Audit Office described scrutiny like this:

The Council's scrutiny structure consists of a formal Scrutiny Programme Committee, performance panels and time limited inquiry panels. The structure is intended to enable a more flexible response to issues through the establishment of time limited inquiry panels and affords members the opportunity to participate in the scrutiny of topics that matches their areas of interest

Generally speaking people see scrutiny as an important council function that is constructive, supportive, friendly and positive. For example:

- Good work being carried out - lots of positive evidence coming through
- Very positive with wide ranging topics across the authority
- Making an increasingly valuable contribution to the council's work.

The Wales Audit Office said that 'the Council's scrutiny's single committee structure enables a flexible and focussed approach'. The CSSIW described the scrutiny arrangements for child and adult services as 'effective and 'robust'.

Many also said that scrutiny is still developing, that it 'needs to have a clearer focus on outcomes and impact' as there is 'always room for improvement'.

Several people told us that scrutiny can be fragmented and that there are differences in the way that different panels work. Similarly the Welsh Local Government Association Peer Review team heard 'a range of different views on the effectiveness of these arrangements'.

4.2 What people like about scrutiny

When asked, people were able to point to a number of positive aspects of scrutiny in Swansea.

Several referred to way that scrutiny provides independent challenge to Cabinet members and council officers. For example:

- It acts as a critical friend with robust challenge and positive feedback
- An opportunity to challenge the executive and question senior officers
- It acts as an evaluation tool and requires Officers to review their area of service in light of comments/observations etc. made
- Evaluation of your services and decisions is vital if we are to improve
- It allows independent assessors to examine Council procedures and working practices and comment appropriately upon their findings
- Scrutiny has been an important part of our improvement journey
- Helps Cabinet Members to think about their whole portfolio

Similarly, the Welsh Local Government Association Peer Review team found 'a sense that scrutiny provided challenge' and that 'many members could identify occasions where it had made an impact'.

Linked to this the Wales Audit Office highlighted that there are 'clear processes in place for reporting the outputs of scrutiny work and for following up and monitoring the implementation of recommendations, as well as the responsibilities of the Cabinet in responding to recommendations'.

A second point raised by a number of people was the opportunity that scrutiny provides for backbench councillors to influence council business:

- The opportunity for all councillors to play a role and follow their interests.
- Enables all Councillors to have a role outside of Cabinet
- Gives a chance to stop and look at areas of concern
- The ability to bring matters of concern into the public domain.

This was also mentioned by the Welsh Local Government Association Peer Review team who reported that:

...some non-executive members felt the Scrutiny Panels provided a means for them to elevate and explore issues that were important to them, thereby increasing their involvement in council business and scope to influence.

A third prominent benefit of scrutiny in the feedback was the way that scrutiny helped to build the knowledge of backbench councillors:

- A chance to glean information
- Having in-depth advice on areas which panels are looking into
- It keeps all aware of the achievements and difficulties faced by services
- Councillors develop good depth to their knowledge when they engage with a panel over a period of time
- A good learning experience for a comparatively new Councillor like me. A good opportunity to experience other points of view.
- It is informative and interesting

Other good aspects of scrutiny highlighted by those feeding back included the openness of scrutiny, the cross cutting approach, the varied nature of the topics, the opportunity to look at issues in-depth and the support provided by officers.

4.3 How scrutiny could be improved

When asked about how scrutiny could be better, people highlighted a range of issues. The more prominent were:

- The length of time taken for some pieces of scrutiny work could be shorter
- Outcomes from scrutiny could be clearer
- Prioritise better so as not to try and do too much with limited resources
- Have a clearer relationship with the Cabinet Advisory Committees

Respondents also suggested that the scrutiny workplan could be aligned better with council priorities. This point was also made by the Welsh Local Government Association Peer Review Team who said that: 'There were some concerns that scrutiny needed to develop a stronger improvement role and that its focus should be more closely aligned to council priorities'. As a result they made the following recommendation:

The Council should consider how scrutiny could be closely oriented towards the Council's top priorities by, for example, establishing inquiries shaped around them. This would help develop scrutiny's improvement role as well as ensuring activity and resources have maximum impact

The Wales Audit Office found during their Corporate Assessment that there was 'a lack of access to information about proceedings and to the information

provided to panel members'. However, as they noted in their report, steps have since been taken to improve this through Scrutiny Dispatches and the recently introduced Scrutiny Publications page on the council website.

Other issues raised by individuals included:

- Better opportunities to triangulate the perspectives of those with a) strategic responsibilities b) operational responsibilities and c) service users.
- Sometimes too eager to look for blame instead of focussing on learning and development.
- Not enough councillors are involved.
- Lack of time for questioning cabinet members
- Lack of robustness - scrutiny being too cosy at times
- Lack of understanding of the role of scrutiny by those being scrutinised
- Time should be set aside for public questions
- Better information about the work of scrutiny across all councillors
- An additional committee to share the workload
- Attendance can be poor - could be improved
- More co-opting to complement the knowledge of councillors
- Sometimes can get party political.

4.4 Looking back – what we have done to improve

Last year we agreed five improvement themes. Here is a summary of what we have done to address them:

<i>Theme</i>	<i>What We Did</i>
Impact: Making more of a difference	<ul style="list-style-type: none"> • Improved opportunities for pre-decision scrutiny: Two sessions held with positive feedback from scrutiny and cabinet members. • Measurable outcomes established at the outset of inquiries where possible – identifying the 'indicators we want to change'. • Stakeholder mapping introduced for inquiries • More dialogue with Cabinet about inquiry reports • Revised 'follow up' report for Cabinet Members considering the wider impact and involving stakeholders in the follow up process. • Impact of scrutiny is communicated better via press releases, blog posts and social media
Work Planning: Focusing on the things that really matter	<ul style="list-style-type: none"> • Changed the format of our annual work planning conference to include a greater focus on the corporate priorities • Improved links with Audit Committee and Democratic Service Committee (sharing of work plans, chairs attending meetings).

<p>Public Engagement: Giving citizens a voice</p>	<ul style="list-style-type: none"> • Reviewed our work against the National Principles of Public Engagement • Encouraged wider involvement in question setting by all Scrutiny Councillors and public through email, blog and social media. • Use of social media to promote significant stories e.g. scrutiny blog: www.swanseascrutiny.co.uk • Scrutiny Dispatches – a quarterly report to council on impact • Using partners to help, where appropriate, with consultations for scrutiny inquiries e.g. schools for young people • Engaging with stakeholders beyond completion of inquiries • On-line publications page developed to make the work of scrutiny more transparent and accessible: http://www.swansea.gov.uk/scrutinypublications
<p>Training and Development: Ensuring we have the skills we need</p>	<ul style="list-style-type: none"> • Public Engagement training provided, facilitated by Council's Consultation Coordinator. • Development session with the Centre for Public Scrutiny • Visit to the Welsh Assembly to learn about their approach to Public Engagement
<p>Continuous Improvement: Getting better at what we do</p>	<ul style="list-style-type: none"> • Held a review session for the Committee and Panel Conveners • Collected feedback and developed improvement proposals as part of the annual reporting process

4.5 Looking forward - what we need to change

Over the year we have had the benefit of a number of improvement activities including:

- Impact Action Plan agreed by the Scrutiny Programme Committee (July 2014)
- Communications Action Plan agreed by the Scrutiny Programme Committee (September 2014)
- Improvement session with the Centre for Public Scrutiny (January 2015)
- Wales Audit Office Corporate Assessment (June 2015)
- Welsh Local Government Association Peer Review (November 2014)
- Scrutiny Programme Committee Improvement Session (March 2015)

We have reviewed all of these activities and the other feedback that we have received and produced a simplified set of improvement outcomes for the year ahead:

1. We need to talk more to cabinet members so that we can plan better and ensure that our work is making a difference
2. We need to align the work of scrutiny more closely to the five corporate priorities so that we can focus and impact on the things that matter.
3. We need more briefings and development sessions so that we have the knowledge and skills we need
4. We need more coverage in the media so that the public are more aware of our work
5. We need more members of the public contributing to scrutiny meetings so that we can reflect their views in our work
6. We need closer links with regulators and inspectors so that we can provide a more coordinated and effective challenge

Over the next 12 months we will work on practical ways to achieve these outcomes and improve scrutiny in Swansea.