

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

OVERVIEW & SCRUTINY COMMITTEE

MEDIUM TERM SERVICE PLANNING (MTSP) SCRUTINY WORKING GROUP

Notes of the first meeting of the Scrutiny Working Group held at the Council Offices, The Pavilions, Clydach Vale on Wednesday, 4th June 2014.

Present:

County Borough Councillor R K Turner - in the Chair

County Borough Councillors:

P Griffiths

M Norris

R Smith

G Stacey

Officers in Attendance:

Mr C Lee – Group Director, Corporate Services

Mr P J Lucas - Director of Legal and Democratic Services

Mr P Griffiths – Service Director, Performance and Improvement

Ms A Edwards – Scrutiny Support Officer

1. APOLOGIES

An apology for absence was received from the Leader of the Council, County Borough Councillor A Morgan.

2. WELCOME

The Chairman welcomed everyone to the meeting and thanked Members for nominating themselves for the work. The Chairman also welcomed County Borough Councillor R Smith as the new vice chairman of the Committee.

3. DECLARATIONS OF INTEREST

RESOLVED to note that in accordance with the Members' Code of Conduct, there were no declarations of personal interest relating to the agenda.

4. INTRODUCTION

The Service Director, Performance and Improvement reported on the introduction of this new scrutiny process. He explained that the scrutiny committees had a key role to play in improving performance by thorough scrutiny and providing challenge. It was hoped that this new process would build on the solid scrutiny arrangements in place by providing Members with the opportunity to consider whether the direction of travel in these key areas was adequate or not and by considering what affect these actions had on the end users of the service. He also informed Members that this approach had

been highlighted by the Wales Audit Office to the Council as good practice. It was hoped that it would lead to an improvement in the quality of the information produced and assist Members in undertaking their quarterly scrutiny of the Council's performance.

The Service Director, Performance & Improvement explained that the Group Director would provide an overview of each outcome within the plan with Members having the opportunity to ask questions at the conclusion of each section.

5. KEY IMPROVEMENT PRIORITY – MEDIUM TERM SERVICE PLANNING (MTSP)

Before providing an explanation of the content of each outcome area, the Group Director, Corporate Services outlined the key purpose of the action plan which was to maximise the use of the Council's resources which was now even more pertinent due to the challenging financial climate. He pointed out that the plan underpinned all the work set out within the other plans as without sound financial, human resource and asset management the Council would not be able to deliver on the other priority areas such as Education and Children's Services. He explained that the plan had 5 key outcome areas focusing on financial management, workforce planning, managing our assets, partnership working and the Council's governance arrangements, and each was interlinked. He also explained that focussing on these key themes had stood the Authority in good stead in recent years in delivering a balanced budget.

Outcome 1 – A continued focus on stability and sustainability in terms of our finances through an effective financial management framework.

The Chairman commented on the usefulness of continuing to receive both performance and financial information as part of the quarterly reporting arrangements.

In response to a query the Group Director explained that there was no target in place as such with regard to the level of general fund balances although in recent years the level has been around £10M.

An explanation was asked of the Critical Action CA06 which referred to establishing a Council wide approach to identify non-employee expenditure efficiency opportunities.

The Group Director reported that whilst the Council had been successful in negotiating good contract rates for energy, the amount of energy being used continued to increase and it was therefore necessary to develop a system to manage this demand. It was agreed that the wording of this element of the plan needed to be changed to provide more clarity.

With regard to CA04 – M01, the Chairman asked whether comparative information was available which would show how successful the Council was in attracting external grant funding compared to other authorities.

The Group Director explained that it was such a wide and varied area that it was difficult to make comparisons particularly at a time when more and more grant funding is being issued on a regional basis covering a number of local authorities. He also explained that the Regional Collaboration Board seeks joint opportunities to attract funding.

The Group referred to CA05 – M01 which related to a review of all persons with responsibility for contracting and contract management and asked whether this included those people in areas such as special education and adult services

The Group Director explained that in some areas the procurement role and the commissioning role had become blurred but it was important that everyone was aware of the legal requirements of the procurement process.

The Group asked whether the opportunities mentioned under CA02 – M01 which related to identifying opportunities for efficiency, included working with other Councils to combine roles.

The Group Director confirmed that this was the case giving the example of the recent establishment of a joint Youth Offending Service with Merthyr Tydfil County Borough Council. However, he cautioned that collaboration whilst a very positive step, would not solve the budget gap on its own.

The Chairman asked if it was possible to have comparative information with regard to the executive costs of the Council in comparison with other authorities.

The Group Director reported that it would enquire with the HR department with regard to what information was available. He reported that there was a link between the Chief Executive's pay scale and the lowest pay scale.

A Member commented that there was also a need to consider the costs across the Council and also equate the costs to the size of the authority.

The Group Director agreed and explained that this would be the next element to take forward as part of the workforce planning.

Outcome 2 – Continued focus on ensuring effective workforce planning arrangements are in place through managing the number and deployment of staff resources, the provision of suitable and appropriate training and employment opportunities, and professional HR support services.

A Member commented that he was surprised to see the introduction of an ear irrigation service as he believed that GPs now discouraged this.

The Group Director explained that this initiative had arisen as a result of the need for certain employees, for example, those working in an Environmental Services setting, requiring regular hearing checks due to their employment. In some cases blockages were interfering with the tests and therefore Occupational Health now offered this service.

The Chairman commented that he was pleased to see a review of the sickness absence policy included in the plan as despite improvement, he considered the figures to still be too high.

Outcome 3 – Effectively manage our assets by reducing energy consumption and building our capacity to generate green energy.

A Member referred to CA01 and the transfer of assets to community groups. He suggested that there needed to be a more efficient way of working whereby community opportunities are identified before the need to cut services. He felt that there should be a review process which would assess public resources on a community basis and he referred to the Total Place initiative which was introduced in England some years ago to consider how a ‘whole area’ approach to public services could lead to better services at less cost by identifying and avoiding overlap and duplication between organisations.

The Group Director agreed with these sentiments and explained that a community asset review had been undertaken several years ago which perhaps needed to be refreshed.

The Group agreed that there was a need for the Council to become more proactive and a Member commented that by pulling services together perhaps the public would become more aware of the range of services provided by the Council.

The Group Director, whilst agreeing that a more proactive approach could be beneficial, pointed out that the Council had not stopped looking for opportunities. He also reminded the Working Group of the scale of the current challenge.

In concluding the debate on this particular point it was agreed that work should be undertaken to consider the issue of community assets.

The Chairman referred to the new target introduced to reduce the consumption of energy by 4% and asked what the expected savings might be.

It was agreed that further information be obtained in relation to this query.

Outcome 4 – To strengthen local public sector leadership to tackle service delivery challenges from a citizen perspective that can only be addressed working in partnership.

A Member commented that as a Council representative on the Police and Crime Panel, he was concerned by the apparent reluctance of the Police & Crime Commissioner to acknowledge the role played by local authorities.

A Member voiced his concern that the Welsh Government appeared to be encouraging collaboration based on their regional collaborative footprint although a number of shared activities were actually being undertaken on a much wider scale

The Group Director indicated that the Authority was party to many collaborative initiatives which were wider than the Cwm Taf regional area. He also noted the Future Generations Bill as an example which is seeking to put Local Service Boards on a statutory footing but based around single authority areas.

The Service Director, Performance and Improvement explained that whilst this particular outcome focused on the work of the Local Service Board and the Single Integrated Plan, the working groups which had considered the other priority plans would have seen the inclusion of other wider collaborations.

Outcome 5 – To improve the Council’s governance arrangements to support the delivery of efficient and effective services.

The Chairman pointed out that the plan made no reference to the work being undertaken by the Corporate Governance and Constitution Committee in respect of the Welsh Model Constitution and suggested that perhaps this should be included.

The Director of Legal and Democratic Services agreed with this suggestion and reported on the work to develop the constitution as a ‘living’ document.

A Member referred to CA02 – M03 – Pre-scrutinise the backward looking plan (Annual Delivery Report), and asked for an explanation.

The Service Director, Performance and Improvement explained that it was intended for scrutiny to have a role in checking the accuracy of the Council’s Annual Delivery Report by taking a backward look at the performance for the previous year. It was agreed that for clarity the wording be changed.

In conclusion, the Chairman thanked Members for their comments and the Director of Legal and Democratic Services explained that the feedback would be added to the bundle of papers for the Overview and Scrutiny Committee for the 9th June 2014.

R K Turner
Chairman

The meeting closed at 2.48 pm.

Council Key Priority: Medium Term Service Planning

Lead Officer: Chris Lee

What we are trying to achieve:	Outcome 1 - A continued focus on stability and sustainability in terms of our finances through an effective financial management framework.
Why we need to do it:	Strong financial management is essential as we seek to continue to deliver and develop services against the backdrop of public sector austerity measures.
It will support the delivery of the Single Integrated Plan Priorities (s)	Support to cross cutting theme around effective resource management
What difference will delivery of this objective make to the service users/residents of RCT?	Without a stable and sustainable resource base, we cannot deliver the services residents need.

How will we measure our success										
Measures	2012/13	2012/13 - Comparative Data			2013/14		2014/15			
	Actual Data	Quartile	Rank	All Wales Average	Data	Annual Target	Target Qtr 1	Target Qtr 2	Target Qtr 3	Annual Target
Budgetary control performance - Level of year end General Fund balances - (Local)	£11.079M	NOT APPLICABLE			NOT YET AVAILABLE	NOT APPLICABLE	TO BE REPORTED AT YEAR END			
Wales Audit Office view of the Council's financial management arrangements (as set out in public reports issued by the Auditor General for Wales) - (Local)	NOT APPLICABLE					TO BE REPORTED FOLLOWING THE ISSUING OF WAO REPORTS				

2014/15 Actions & Milestones

Critical Improvement Actions /	Way Forward/Milestones	Delivery Date (mm/yy)	Responsible Officer	Scrutiny Working Group comments
Preparation and maintenance of a rolling 3 year financial strategy (both revenue and capital)	M01 Comprehensive quarterly reporting to monitor & manage financial & operational performance, supported by robust accountability & support arrangements. (Qtrly monitoring reports delivered to cabinet with exception reports to Scrutiny)	Q1 Sept 14 Q2 Nov 14 Q3 Feb 15 Q4 Jul 15	C Lee / B Davies	

	Critical Improvement Actions /	Way Forward/Milestones		Delivery Date (mm/yy)	Responsible Officer	Scrutiny Working Group comments
CA01		M02	3-year forward revenue base forecasts to be maintained and reported to Cabinet where material variations identified - as required throughout the year (linked to Council Improvement Priorities)	Ongoing	C Lee / B Davies	
		M03	Financial strategy (Revenue) agreed with Cabinet / Council (with emphasis initially on 2015/16), taking on board all stakeholder feedback through consultation processes	Feb-15	C Lee / B Davies	
		M04	3-year forward Capital base forecasts to be maintained and reported to Cabinet where material variations identified - as required throughout the year	Ongoing	C Lee / B Davies	
		M05	Financial strategy (Capital) agreed with Cabinet / Council (part of three year programme agreement)	Mar-15	C Lee / B Davies	
CA02	Identification of service changes / efficiency proposals linked to short, medium and longer term planning horizons	M01	Review work across services to identify opportunities for service efficiency and change as appropriate to close the medium term budget gap	Ongoing	C Lee / B Davies	
		M02	Reports to Cabinet on Service Change proposals (further phases post Phase 2) - further actions to be included based on decision(s) made by Cabinet	From Jul 14	C Lee / B Davies	
CA03	Further develop e-enabled services to improve access to Council services and support greater efficiency in their delivery	M01	Promote appointments at all One4aLL Centres for Transport 'permits' (Bus Pass and Blue Badges) and Council Tax/Housing Benefit (evidence based) enquiries to better manage customers needs and our staff supply.	Jun-14	Leigh Gripton	
		M02	Redesign the Website's home page to ensure ease of use for the user (in particular for mobile user) e.g. promotion of top tasks, enhanced mapping and navigation	Mar-15	Leigh Gripton	
		M03	Ensure the majority of payments receipted through Customer Care are 'e-processed'	On-going	Leigh Gripton	
		M04	Implement 24 hour / 365 day mapping based 'report it' function for streetlight outages to ensure only appropriate outages are reported and raised with contractor	Mar-15	Leigh Gripton	

	Critical Improvement Actions /	Way Forward/Milestones		Delivery Date (mm/yy)	Responsible Officer	Scrutiny Working Group comments
		M05	Ensure appropriate web based services are accessible via mobile devices (that can support this) to reflect customer device of choice	Mar-15	Leigh Gripton	
CA04	Given constraints on availability of general funding, support service development and innovation through maximisation of external funding opportunities	M01	Identify opportunities and develop business cases for project income outcomes, for example, Invest to Save, Regional Funding and General Grant Funding opportunities that will support service improvement	Ongoing	C Lee / J Cook	
		M02	Reinforce external grant management arrangements via the delivery of targeted project management training	June 2014 - March 2015	J Cook / B Davies	
CA05	Support delivery of greater efficiency through improved procurement capability across all services	M01	Undertake a review of all persons with responsibility for contracting and those with responsibility for contract management so that targeted and appropriate training can be efficiently delivered e.g procurement for non-procurement officers	Sep-14	V Hanly	
		M02	Commence the delivery of targeted training addressing 'procurement for non-procurement officers'	From Sept 2014	V Hanly	
		M03	Develop, publish and implement guidance on best practice in contract management and build into training processes to ensure consistent delivery across services	Dec-14	V Hanly	
CA06	Review opportunities for further efficiency savings to be made from the Council's non-pay budgets	M01	Establish a cross departmental working group to review non-pay expenditure and review what is driving 'demand' for this expenditure to be incurred	Jul-14	V Hanly	
		M02	Review category plans and analyse non-employee expenditure (and based on the findings, set out a series of further actions to address the findings)	July 2014 - March 2015	V Hanly	

Council Key Priority: Medium Term Service Planning

Lead Officer: Chris Lee

What we are trying to achieve:	Outcome 2 - Continued focus on ensuring effective workforce planning arrangements are in place through managing the number and deployment of staff resources; the provision of suitable and appropriate training and employment opportunities; and professional HR support to services
Why we need to do it:	Staff resources are a critical resource that have to be managed effectively and efficiently into the medium term
It will support the delivery of the Single Integrated Plan Priorities (s)	Support to cross cutting theme around effective resource management as well as directly contributing to the Prosperity priority - employability - giving people within Rhondda Cynon Taf the best possible opportunity to succeed through good quality education and training, and providing clear pathways to a job
What difference will delivery of this objective make to the service users/residents of RCT?	Council employees will be provided with opportunities to remain in employment (should that be their wish) to support the delivery of local services. While in employment, this will enable employees to continue to develop their skills and competences, and make an important contribution to the local economy

How will we measure our success
The measurement for this area of the plan is addressed via the critical improvement actions detailed below rather than specific measures/performance indicators

2014/15 Actions & Milestones

Critical Improvement Actions	Way Forward/Milestones	Delivery Date (mm/yy)	Resp Officer	Scrutiny Working Group comments
Re-focus workforce planning activities to better support the Council's medium term service planning arrangements and create alternative employment opportunities for existing employees	<p>Improve the identification of redeployment opportunities to enable alternative employment to be offered to existing employees in line with the needs of services:</p> <ul style="list-style-type: none"> - Undertake a Council wide review, in consultation with services, of (a) redeployment opportunities and (b) where existing posts are to be changed / made redundant 	From June 2014	RW / DH	

	- In consultation with services and Trade Unions, fast-track the offer of alternative employment to officers	From June 2014	RW / DH
	- Introduce an Employee Assistance Scheme to support officers who are preparing / in the process of redeployment within the Council	From June 2014	DH
Provide officers who are due to leave the employment of the Council the best opportunity to gain future employment (should that be their intention)	Introduce an Employee Assistance Scheme for those officers that are due to leave the employment Council (should they wish to take it up) to help enhance their future employment prospects	From June 2014	DH
Introduce a range of activities to maximise attendance of employees and help improve their well being	Develop a revised sickness absence policy and maximising attendance strategy and report to CMT for approval	Nov-14	DH
	Introduce injection therapy as a targeted early intervention treatment for Musculoskeletal Disorders	Sep-14	DH
	Extend the fast tracking process for external medical diagnosis e.g. mental health, so that officers are able to receive support / treatment at the earliest opportunity	Jan-15	DH
	Introduce a ear irrigation service (primarily for employees within Environmental Services) to help accelerate treatment should this be required following hearing tests	Mar-15	DH
	Provide enhanced levels of support (for example, officer training, occupational health support) to a number of pilot service areas and assess the impact on employee attendance	Mar-15	DH
Contribute to the workforce planning agenda by identifying and addressing equality issues	Work with partners to develop a Hate Crime Strategy that will operate in line with the all Wales Strategy	Jan-15	DJ
	Evaluate findings of Women Adding Value to the Economy (WAVE) project on Gender pay equality	Sep-14	DJ

Council Key Priority: **Medium Term Service Planning**

Comments / Areas for development

Lead Officer: **Chris Lee**

What we are trying to achieve:	Outcome 3 - Effectively manage our assets by reducing energy consumption and building our capacity to generate green energy
Why we need to do it:	Reduce costs. Demonstrate good stewardship of resources. Support the Council's sustainability policies
It will support the delivery of the Single Integrated Plan Priorities (s)	Support to cross cutting theme around effective resource management, plus links to Homes & Communities element of Prosperity theme
What difference will delivery of this objective make to the service users/residents of RCT?	Effective and economical management of resources to support service delivery

How will we measure our success										
Measures	2012/13	2012/13 - Comparative Data			2013/14	2014/15				
	Actual Data	Quartile	Rank	All Wales Average	Data (latest please state period)	Annual Target	Target Qtr 1	Target Qtr. 2.	Target Qtr. 3.	Annual Target
New Reduction in the amount of Energy consumed within the Council's portfolio	New	N/A	N/A	N/A	New	New				4%
LEEF103 % of relevant Council sites with up to date Display Energy Certificates		N/A	N/A	N/A	89.5% (238 sites)	100% (266 sites)				100%

2014/15 Actions & Milestones

	Critical Improvement Actions	Way Forward/Milestones	Delivery Date (mm/yy)	Responsible Officer	Scrutiny Working Group comments
CA01	Support Community Groups in the delivery of replacement services from council owned assets in response to service changes.	M01 Consideration of property transfers to Community Groups in response to Phase 1 Service Changes	Jun-14	S Dinnick	
		M02 Consideration of property transfers to Community Groups in response to Phase 2 Service Changes	Oct-14	S Dinnick	
		M03 Consideration of property transfers to Community Groups in response to further Service Changes as appropriate	From Oct 14	S Dinnick	

	Critical Improvement Actions	Way Forward/Milestones		Delivery Date (mm/yy)	Responsible Officer	Scrutiny Working Group comments
CA02	Maximise asset management opportunities to deliver efficiency gains	M01	Up date the analysis of the location of Council buildings throughout the County Borough to identify potential efficiency opportunities e.g. opportunities to rationalise buildings where more than one are in close proximity	Ongoing	C Atyeo	
			Continue to work with partners through regional projects linked to national asset management work	Ongoing	C Atyeo	
CA03	Improvements in the energy efficiency of the Council's property portfolio	M01	Define the programme of energy efficiency works for 2014/15	Jun-14	C Atyeo	
		M02	Implement the programme through a phased series of contracts	From July 2014 to March 2015	C Atyeo	
		M03	Monitor the performance of the portfolio following implementation	from Mar 15	C Atyeo	
CA04	Build capacity for the generation of Green Energy by RCT - implement the first phase of a programme to generate hydro electricity	M01	Construct and commission a hydroelectricity scheme at Dare Valley Country Park	Mar-15	C Atyeo	
		M02	Conclude a Phase2 feasibility report for a second scheme at Cwm Clydach and report to Cabinet for consideration	Jul-14	C Atyeo	
		M03	Produce 3 Initial feasibility reports at potential sites in RCT ownership and report to Cabinet for consideration	Oct-14	C Atyeo	

Council Key Priority: Medium Term Service Planning

Lead Officer: Chris Lee

What we are trying to achieve:	Outcome 4 - To strengthen local public sector leadership to tackle service delivery challenges from a citizen perspective that can only be addressed working in partnership
Why we need to do it:	Complex problems cannot be addressed by individual organisations working alone
It will support the delivery of the Single Integrated Plan Priorities (s)	The Single Integrated Plan is being delivered through these mechanisms.
What difference will delivery of this objective make to the service users/residents of RCT?	Enable partners to pool expertise and resources to solve the most pressing problems faced by local communities

How will we measure our success
The measurement for this area of the plan is addressed via the critical improvement actions detailed below rather than specific measures/performance indicators

2014/15 Actions & Milestones

Critical Improvement Actions	Way Forward/Milestones	Delivery Date (mm/yy)	Responsible Officer	Scrutiny Working Group comments
CA01 Implementation of the Single Integrated Plan for Rhondda Cynon Taf.	M01 Undertake the annual review of the Single Integrated Plan, producing a report on achievements during the year and a reflection on any changes in priority requirements / actions.	Jun-14	Heledd Morgan	

	Critical Improvement Actions	Way Forward/Milestones	Delivery Date (mm/yy)	Responsible Officer	Scrutiny Working Group comments
		M02 Report progress on the Single Integrated Plan outcomes to the Local Service Board (LSB) on a quarterly basis Safety - Sept 14 Health - Dec 14 Prosperity - March 15	Sept 14 Dec 14 Mar 15	Heledd Morgan	
		M03 Contribute to the ongoing national debate and respond to the upcoming legislation on the Welsh Government 'Future Generations' Bill.	ongoing from April 14	Heledd Morgan	
CA02	Strengthen partnership arrangements to ensure that partnership working is effective, efficient, adds value and is evidence based.	M01 Review the effectiveness of the pilot LSB Scrutiny arrangements for 2013/14 & report to Overview & Scrutiny Committee	Jul-14	Heledd Morgan / Karyl May	
		M02 Act on the recommendations of the graduate report on Performance Management in Partnerships to strengthen Performance Management arrangements	Jul-14	Heledd Morgan	
CA03	Develop collaborative arrangements across Cwm Taf to tackle shared strategic priorities for improvement across geographical boundaries.	M01 Using an analysis of joint priorities across Cwm Taf, bring partners together to work on joint strategic projects, with the aims of: A) lowering the rates of smoking, through introducing 'Smoke Free Places'. B) lowering the rates of obesity and promoting a healthy weight. C) lowering the rates of suicide in Cwm Taf	Apr-15	Heledd Morgan	

Critical Improvement Actions	Way Forward/Milestones	Delivery Date (mm/yy)	Responsible Officer	Scrutiny Working Group comments	
	M03	Work with Communities First, Families First, Flying Start and the Integrated Family Support Service across Cwm Taf, to align programme outcomes, measures and funding where possible, to ensure that the greatest impact is made in improving outcomes for children, young people, families and communities most in need.	Dec-14	Geraint Evans	
	M04	Develop the joint ICT infrastructures of RCT and Merthyr CBCs (Schools) to facilitate future collaborative working through enhanced Web access and shared access to the Capita ONE Management Information System (Funded through the Regional Collaboration Fund).	3 Year Programme (began in Summer 2013)	Leigh Gripton	

Key Improvement Priority: Medium Term Service Planning
Lead Officer: Chris Lee

	What we are trying to achieve:	Outcome 5 - To improve the Council's governance arrangements to support the delivery of efficient and effective services
	Why we need to do it:	Robust governance arrangements are essential as we seek to continue to deliver services against the backdrop of public sector austerity measures.
	It will support the delivery of the Single Integrated Plan Priorities (s)	Governance is a cross cutting theme that will underpin each area of the Single Integrated Plan
	What difference will delivery of this objective make to the service users/residents of RCT?	Robust governance arrangements will support the Council in continuing to meet its statutory responsibilities and help deliver efficient and effective services
How will we measure our success		
	Measures	The measurement for this area of the plan is addressed via the critical improvement actions detailed below rather than specific measures/performance indicators

2014/15 Actions & Milestones					
	Critical Improvement Actions	Way Forward/Milestones	Delivery Date	Reponsible Officer	Scrutiny Working Group comments
CA01	Implement strategic risk management arrangements in line with the Council's approved risk management strategy (need to ensure that the Significant Governance Issues as per the AGS can be linked back to the priority plans e.g. Educ, social care)	M01 - Establish a strategic risk register that sets out the main risks that could prevent the delivery of the Council's priority plans and report to Audit Committee	Sep-14	M Crumbie	
		M02 - Incorporate the Council's strategic risks into the Council's priority plans (to enable Cabinet Performance and Resources Committee and Scrutiny Committees to consider risk in parallel with the Council's performance)	Sep-14	M Crumbie	
		M03 - Deliver a programme of targeted training for Council officers to improve understanding of risk management	July 2014 - March 2015	M Crumbie	

	Critical Improvement Actions	Way Forward/Milestones	Delivery Date	Reponsible Officer	Scrutiny Working Group comments
		M04 - Utilise the outcomes from in year risk management arrangements to inform the formulation of the 2015/16 annual Audit Plan	Mar-15	M Crumbie	
CA02	Improve the quality of the Council's statutory performance documents to support improved performance results and scrutiny arrangements	M01 - Change the emphasis of the Corporate Plan (forward looking plan) and Annual Delivery Report (backward looking plan) to make them more understandable to residents	Jun-14	P Griffiths	
		M02 - Establish Scrutiny Working Groups to review and challenge the Corporate Plan (forward looking plan)	May / June 2014	P Griffiths	
		M03 - Utilise the Scrutiny Working Groups established earlier in the year to review and challenge the Annual Delivery Report (backward looking plan)	Oct-14	P Griffiths	
CA03	Improve the range of information provided to Scrutiny Committees to aide effective scrutiny	As part of the Council's quarterly performance reporting cycle, incorporate 'service user case studies' that set out user experiences / outcomes achieved from services provided by the Council (whether provided solely by the Council or in partnership with others)	Oct-14	P Griffiths	
CA04	Introduce the Welsh Model Constitution to help people who have an interest in the Council's work, or a particular matter it is dealing with, understand where they can get more information, and how they can contribute to Council activities	Submit a draft Model constitution to the Corporate Governance and Constitution committee for consideration and if deemed appropriate, approval to report to Full Council	???	???	

	Critical Improvement Actions	Way Forward/Milestones	Delivery Date	Reponsible Officer	Scrutiny Working Group comments	
CA05	Continue to improve Information Management arrangements across the Council to support the delivery of the Council services and business objectives.	Approval of prioritised Information Management Plan for 2014/15 which promotes the effective, efficient and legal use of information within the Council, that highlights the value of information as key asset and resource.	Jun-14	Leigh Gripton		
		In line with Welsh Government's 'Wales Accord on the Sharing of Personal Information' framework (WASPI), which is designed to support and enable personal information about individuals to be shared in a safe and legal way, we will support the development and approval of key information sharing agreements (ISP) which documents the who, why, where, when, what and how information is to be shared. Note: the development of the ISP's are subject to service led / external influences on timescales.				
		Update the Central South Consortium - Joint Education Service Information Sharing Protocol (ISP)	Mar-15	Leigh Gripton		
		Multi Agency Safeguarding Hub (MASH) ISP	Dec-15	Leigh Gripton		
		Cwm Taf Youth Offending Team (YOT) ISP	Dec-15	L Gripton		
		South Wales Police Integrated Offender Management (IOM) ISP	TBA	Leigh Gripton		
		RCT Homes Provison of Housing (Common Housing Register) ISP	Sep-14	Leigh Gripton		
		Preparation, assessment and attainment of annual 'Public Service Network' accreditation by the Cabinet Office for 2014/15	Sep-14	Leigh Gripton		