

## Council – 3 July 2006

### Scrutiny Performance Review Improvement Plan

**Portfolio:** Transformation and Performance Management – Councillor Longhi

**Wards:** None directly

#### Summary of report

The scrutiny service had a performance review as part of the annual programme for 2005/6. This performance review was undertaken in partnership with the IDeA and completed in early April 2006 following final consultation with scrutiny members.

On 14 June Cabinet received the scrutiny performance review improvement plan which had been prepared to address the findings of the review. Cabinet has referred the improvement plan to council for approval. **Appendix 1** is the Cabinet report which sets out the review findings and recommendations and the improvement plan.

The improvement plan was also presented to the Scrutiny Management Board (SMB) for comments on 8 June 2006. Their comments have resulted in a number of recommended changes to the draft improvement plan presented to Cabinet. The changes are set out below.

#### Background Papers:

IDeA report – overview and scrutiny fitness check March 2006  
Report to Cabinet 14 June 2006

#### Recommendations

Council is recommended to:

- 1) note the overall findings of the performance review as detailed in **Appendix 1**
- 2) consider the comments of the SMB set out in the body of this report
- 3) approve the improvement plan in **Appendix 1** with the recommended changes as set out in section 1 (a to i inclusive) of this report and delegate the finalisation process to the executive director (corporate services).

**Signed:** .....

**Executive Director:** Carole Evans

**Date:** 22 June 2006

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## 1. Comments from SMB on the improvement plan

The scrutiny improvement plan identified 21 recommendations or issues. These were split into three themes covering:

1. Development of protocols, procedures and processes to support the delivery of effective scrutiny. (32 actions identified for inclusion within the improvement plan)
2. Development mechanisms to support the role of all stakeholders in the scrutiny process. (9 actions were identified for inclusion within the improvement plan)
3. Develop the co-ordination of scrutiny via the establishment of a scrutiny board. (13 actions were identified for inclusion with the improvement plan.)

The draft improvement plan has been subject to a wide range of consultation including; scrutiny team, EMT, council officers, cabinet, scrutiny members, IDeA and the SMB. The SMB met on 8 June 2006 and considered the draft improvement plan in detail. Comments were made in relation to 9 of the 54 proposed improvement actions as follows:

### **Theme 1**

#### **1a A protocol for the relationship between the executive and scrutiny function is required.**

##### Improvement action

Recognise the role of executive director as the key advisor to the cabinet and, therefore, not routinely involved in the working of scrutiny, by nominating assistant directors as the key advisors to scrutiny, with co-ordination from the scrutiny team.

##### SMB feedback

SMB felt that it is key for panels to have contact with executive directors (EDs).

##### Response

The scrutiny performance review identified a potential tension between EDs acting as key advisors to Cabinet and then scrutinising decisions that have involved them in the decision making process. EDs will continue to play a role in the scrutiny process but assistant directors will now take the lead in advising scrutiny members. This is seen as a pragmatic solution to this matter and rolls out a successful pilot within the corporate scrutiny and performance panel undertaken during 2005/6 whereby lead officer arrangements were undertaken at AD and head of service level.

**a) It is recommended that the improvement action in relation to this matter is retained as set out.**

##### Improvement action

Draft protocol for the relationship between the executive and the scrutiny function to include; reports from scrutiny panels to contain a clear recommendation regarding reporting back to scrutiny so that they can be tracked; reports from scrutiny panels to be presented by the panel chair or designated member; and bi-annual meeting between scrutiny board and cabinet to discuss recommendations from scrutiny and future work programme ideas.

### SMB feedback

SMB members felt that this action should be amended to read 'the panel chair or designated member to have 'a right' to present reports'. SMB members did not consider a bi-annual meeting between the scrutiny board and cabinet to be necessary to make scrutiny more effective.

### Response

**b) In relation to the presentation of reports it is recommended that the improvement action under 1a is amended to read "the panel chair or designated member to have a right to present reports".**

In relation to bi-annual meetings between the SMB and cabinet, these meetings were proposed as a direct response to recommendations from IDeA as a method of improving the relationship between cabinet and scrutiny. The proposed meetings would facilitate the establishment of a protocol on the relationships between cabinet and scrutiny. A protocol has been drafted and was considered by SMB at their first meeting and further consultation is planned and detailed in the improvement plan. It is proposed that the meetings between cabinet and SMB would enable discussion of strategic issues, improving forward plan scrutiny, and covering the whole spectrum of panels prior to a decision being made. This will allow the SMB to disseminate the issue to the appropriate panel for consideration and also to raise issues from individual panels with cabinet.

**c) These meetings are considered an important action to improving the effectiveness of working relationships between cabinet and scrutiny and therefore it is recommended that the improvement action in relation to this matter is not amended.**

## **1d Forward plan fails to provide sufficient detail on individual items.**

### Improvement actions

Continue to consult on style and content of forward plan at other local authorities to identify how this supports early scrutiny.

Hold discussions with constitutional services regarding the format, production and protocols around forward plan.

If appropriate and acceptable draft amended forward plan and consult with senior officers, cabinet and scrutiny board.

### SMB Feedback

SMB would like to receive further information to assist them in their role. This would include the purpose and the aim of the decision to be made.

### Response

Additional information may assist in the development and understanding of the forward plan. The improvement action plan (see above) already contains actions to address the issue raised by SMB.

**d) It is recommended that at this stage the improvement plan actions for 1d are retained as set out.**

## **1f Create a balance between strategy and policy reviews and performance management work within scrutiny.**

### Improvement action

Panels to consider their work programme balance through a scoping exercise at their first meeting of the year.

SMB feedback

SMB requested that this action should be amended to state “the first appropriate meeting of the year”.

Response

**e) It is recommended that the improvement plan action should be amended under 1f to state “the first appropriate meeting of the year”.**

**1k Scrutiny may be too internally focussed.**

SMB feedback

SMB suggested the use of external bodies such as IDeA, or CfPS would help to support the development of external scrutiny.

Response

The assistance of external agencies to develop scrutiny is seen as valuable learning opportunity.

**f) It is recommended that a further improvement action is added under 1k stating “consideration will be given to using external bodies such as IDeA or CfPS to ensure that scrutiny has a sufficient external focus.**

**2a Little public interest and awareness in scrutiny**

Action: Produce good news articles for internal and external press.

SMB feedback

To avoid ambiguity remove the word ‘good’ from this action.

Response

**g) It is recommended that the word ‘good’ is deleted from the scrutiny improvement action under 2a.**

**2b Poor public attendance at scrutiny meetings.**

Improvement action

Officers to work with scrutiny panels to ensure meetings are held at venues appropriate to the discussions being held.

SMB feedback

SMB felt that this action should include the words ‘where appropriate’ i.e. where appropriate officers work.

Response

**h) It is recommended that the words “where appropriate” are included in the improvement action under 2b.**

**2c Lack of ownership and feedback on reports.**

Improvement action

Reports from scrutiny panels to be presented by the panel chair or designated member.

SMB response

SMB felt that the action should include the words ‘where appropriate’.

Response

**i) It is recommended that the words “where appropriate” are included in the improvement action under 2b.**

It is recognised that the improvement plan may need to be updated in the future, particularly to respond to the impending Local Government white paper which may lead to neighbourhood empowerment with more ‘bottom up’ accountability including the right of local people to trigger enquiries into local issues. It is recommended that the improvement plan finalisation process is delegated to the executive director (corporate services).

## **Cabinet – 14 June 2006**

### **Scrutiny performance review improvement plan**

<b>Portfolio:</b>	Councillor Marco Longhi, Transformation and performance management
<b>Service:</b>	Corporate performance management
<b>Wards:</b>	All
<b>Key decisions:</b>	No
<b>Forward plan:</b>	No

#### **Summary of report**

The scrutiny service was selected to undergo a performance review as part of the annual programme for 2005/06. The review was undertaken in partnership with the IDeA as an external critical friend and has resulted in the compilation of the improvement plan (**Appendix 1**). It was completed in early April following final consultation with scrutiny members. The improvement plan will be submitted to Council for approval on 3 July 2006. The performance review has also highlighted strengths, which can be built upon. This report is being submitted to cabinet in its performance monitoring role.

#### **Recommendations**

That the scrutiny performance review improvement plan be noted.

#### **Resource and legal considerations**

No extra resource is required to deliver the improvement plan as this will be implemented by the scrutiny team as an integral part of their current role. Recommendation 3f in the improvement plan directly relates to resources for scrutiny panels and this will be considered as part of the 2007/8 budget setting process.

The requirement to deliver overview and scrutiny is contained in part II of the Local Government Act 2000. The improvement plan aims to make scrutiny in Walsall more efficient and effective and ensure scrutiny is responsive to future government policy and legislation, e.g. Police and Justice Bill.

## **Citizen impact**

A common recurring theme throughout the review process is that scrutiny has not yet consistently engaged the public or generated much public interest. The improvement plan contains actions aimed at addressing this and at developing processes to ensure the concerns of citizens helps shape scrutiny panel work programmes. If successful, Walsall citizens will be more involved in all elements of the scrutiny process and scrutiny will better represent their views and concerns.

## **Community safety**

The implementation of the improvement plan will ensure scrutiny responds to public concerns including issues of community safety. The Police and Justice Bill proposes that, where problems of anti-social behaviour persist, residents can, via their ward councillor, raise the issue with the appropriate scrutiny panel. It is important to ensure processes are in place to do this. Scrutiny also plays a fundamental role in the monitoring of the performance of the Safer Walsall Borough Partnership.

## **Environmental impact**

The role of scrutiny panels includes monitoring service performance including those linked to the environment. Improvements in scrutiny will strengthen this process and enable it to become more responsive to issues of public concern and support services in improving their performance.

## **Performance and risk management issues**

The improvement plan addresses the review findings and is intended to improve the performance and effectiveness of scrutiny. The risk of not delivering the improvement plan is that scrutiny is not optimised in all its roles. This includes responding to public concern, championing local issues, supporting service improvement and holding the executive to account. These requirements are contained within CPA key lines of enquiry for corporate assessment. The scrutiny management board will monitor delivery of the improvement plan.

## **Equality implications**

The improvement plan includes actions to make scrutiny more accessible and inclusive.

## **Consultation**

The performance review process delivered the 4 Cs of Best Value (challenge, compare, compete and consult). Extensive consultation was undertaken with councillors, senior officers and co-opted scrutiny members. The recommendations include aspects of scrutiny consultation aimed at developing the relationship between scrutiny and LNPs.

## Vision 2008

Delivery of the identified improvements for scrutiny supports the transformation of the council into an excellent authority as defined by CPA but also in how scrutiny is a vehicle to listen to local people and what they want and to champion service improvement on their behalf. As scrutiny panels jointly scrutinise all service provided by the council they support the delivery of all vision priorities through monitoring the performance of all services.

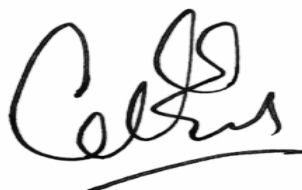
## Background papers

IDeA report – overview and scrutiny fitness check March 2006.

## Authors

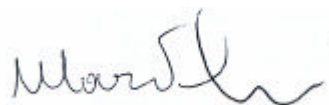
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Carole Evans  
Executive Director

2 June 2006



Councillor M Longhi  
Portfolio holder

2 June 2006



## **1. Background**

The corporate approach to performance reviews is for the service itself to lead on and complete the performance review. Due to the high political profile of scrutiny and the relatively short time scrutiny has existed, the service opted to use a groundbreaking opportunity to undergo a fitness check conducted by the IDeA as the main part of the performance review. The findings and recommendations of the fitness check are collaborated by the research and consultation that the service undertook independently.

## **2. Profile of the service**

The overview and scrutiny function has been supported by a team of officers within the corporate performance management service since June 2004. Scrutiny is delivered by 5 scrutiny and performance panels (SPPs) which are jointly responsible for scrutinising all services delivered by the council, and local health services, whilst also holding the executive to account. Each SPP comprises 9 councillors, politically balanced, plus co-opted members and representatives as required. The administration has 5 members on each panel including either the chair or vice chair. The responsibility for health scrutiny is designated to the specific health panel, a sub committee of the Health & Social Care SPP. The scrutiny team consists of the corporate performance and scrutiny manager, a principal scrutiny officer, 2 scrutiny officers and a support officer.

## **3. Scope of the performance review**

The remit agreed with the project champion was to consider the effectiveness of scrutiny in Walsall in relation to each of the four areas of influence identified in the Local Government Act 2000. The improvement plan is intended to drive the service forward, raise the profile and effectiveness of scrutiny in Walsall and to ensure the service is responsive to proposed legislative changes.

## **4. Process of the performance review**

The fitness check has provided the main body of evidence, but this has been supported by independent research. In relation to the 4 Cs of best value the following work has been completed:

Consultation – IDeA representatives met with cross party representation of elected members involved in scrutiny, co-opted scrutiny members, external partners, political leadership and senior management and officers who support scrutiny.

Challenge – processes and procedures were extensively challenge by the IDeA for their clarity, effectiveness and productivity and key documents (terms of reference, procedure rules, work programmes, minutes etc.) were examined. During the on-site phase of the fitness check IDeA representatives also attended SPP meetings to observe proceedings.

Compare – the scrutiny process in Walsall has been compared with that of 4 ★ councils and other authorities using the knowledge of the Centre for Public Scrutiny (CfPS).

Compete – processes and outcomes from scrutiny were examined in relation to those in other councils to test how competitive they were in terms of efficiency and effectiveness.

The fitness check process identifies current strengths and areas for improvement and provides recommendations supported by best practice across the country.

The IDeA fitness check method has been developed around the CfPS four principles of good public scrutiny and the supporting infrastructure required to deliver these components:

Principles of good public scrutiny	Providing <b>critical friend challenge</b> to the executive and external agencies	Reflecting the <b>voice and concerns</b> of local communities	Taking the <b>lead and owning</b> the scrutiny process on behalf of the public	Making an <b>impact on the delivery</b> of public services
Infrastructure				
Roles and relationships	←			→
Process and practice	←			→
Skills and support	←			→

**5. Key findings of the performance review**

The review has recognised that many of the elements required to deliver effective scrutiny are in place in Walsall and that our approach has a number of strengths which can be built on, not least of which is the cross-party way of working. Having confirmed the correct elements are in place to deliver effective scrutiny, key recommendations for improvement centre around:

- the further development of procedures and protocols to support the development of the relationship between the executive and scrutiny
- ensuring scrutiny reflects the concerns of the communities being served and makes an impact on the delivery of public services
- providing scrutiny with a structure which enables it to respond to and address any legislative changes and is able to fulfil the requirements of CPA key lines of enquiry for corporate assessment.

The actions identified to delivery these improvements are contained within **Appendix 1** and delivery has been facilitated by the recent changes to the constitution.



**Walsall Council**

# **SCRUTINY SERVICE PERFORMANCE REVIEW**

**Scrutiny Improvement Plan**

## **IMPLEMENTATION MANAGER:**

Helen Dudson

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## **PERIOD OF PLAN**

April 2006 to March 2007

## CONTEXT

This improvement plan is in respect of the Scrutiny Performance Review undertaken during Spring 2006. This plan addresses all the issues for improvement identified during the review as either specific recommendations or comments made indicating where improvement is possible. Delivery of the actions identified within this improvement plan: are key to the improvement of the service; have been aligned to the service team plan; and will be embedded via the IPM scheme.

This plan focuses on the improvement agenda, so does not cover the many strengths and good practice identified during the review.

The actions for improvement have been devised using SMART principles to ensure clear focus and the best outcomes, as follows:







<b>S</b>	<b>Specific</b>	<b>What exactly are you going to do/change? Absolute clarity is vital.</b>
<b>M</b>	<b>Measurable</b>	<b>How much observable and quantifiable change is planned? What will be different and what will it look like?</b>
<b>A</b>	<b>Action-oriented</b>	<b>What action are you going to take that will ensure the change? How will you know when you've succeeded?</b>
<b>R</b>	<b>Realistic</b>	<b>Your timescales and targets should be stretching and realistic. Identify the critical path to ensure foundation targets are achieved first.</b>
<b>T</b>	<b>Time-based</b>	<b>By when are you going to do it/complete it?</b>

The actions in this improvement plan are grouped into logical themes. The theme leader is the Head of Service.

Each recommendation/issue raised during the review is shown in this plan; relevant actions are directly linked to it. Improvement actions are prioritised as either ①, ② or ③, with ① being the highest priority.

## Appendix 1

The final column shows the current status of each action against target. This enables the original version of the plan to be updated for monitoring and reporting purposes. The traffic light and arrows system in common use throughout the performance management framework, also applies here:

	means on target		Performance improving since previous report
	means slightly off target and/or not on target but entirely recoverable		Performance stable since last report
	means off target and at risk		Performance declining since last status report

The final column should indicate when the action is entirely **COMPLETE**.

The themes within this improvement plan are as follows:

THEME		
No	SHORT TITLE	LEADER
1	Development of Protocols	<b>Robert Flinter</b>
2	Support to Stakeholders	<b>Robert Flinter</b>
3	Developing a Co-ordinating role	<b>Robert Flinter</b>

Key responsibilities/frequencies are as follows:

OVERALL PLAN	
Implementation Manager	<b>Helen Dudson</b>
Cabinet Portfolio Holder	<b>Councillor Longhi</b>
Monitoring by Scrutiny	<b>Scrutiny Management Board, Quarterly</b>
Reporting to Cabinet	<b>Annually</b>
Reporting to EMT	<b>Six monthly</b>

As this improvement plan is in respect of a single specific service, the action plan template has been amended slightly to avoid unnecessary duplication throughout the plan as the responsible manager and portfolio holder are constant.

<b>1. Development of protocols, procedures and processes to support the delivery of effective scrutiny</b>	<b>THEME LEADER: Rob Flinter</b>
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REF	REPORT RECOMMENDATION OR ISSUE	IMPROVEMENT ACTION	PRIORITY 1 2 3	BY WHEN?	SIGNPOST TO OTHER PLANS	CURRENT STATUS V TARGET	COMMENTS
<b>1</b>							
<b>1a</b>	A protocol for the relationship between the executive and scrutiny functions is required.	Recognise the role of Executive Directors as the key adviser to the Cabinet and, therefore not routinely involved in the working of scrutiny, by nominating Assistant Directors as the key advisers to scrutiny, with co-ordination from the Scrutiny Officers.	①	April 06		Complete	
		Draft protocol for the relationship between the executive and the scrutiny function to include; reports from scrutiny panels to contain a clear recommendation regarding reporting back to scrutiny so that they can be tracked; reports from scrutiny panels to be presented by the panel chair or designated member; processes for tracking and monitoring recommendations;		May 06	Links to corporate performance management (CPM) service plan 1.3d and 1.3f	On target	

		<p>and a bi-annual meeting between scrutiny board and cabinet to discuss recommendations from scrutiny and future work programme ideas.</p> <p>Consult on draft protocol with elected members and senior officers.</p> <p>Finalise and publish protocol.</p> <p>Amend constitution if necessary.</p>		<p>Scrutiny board (SB) 05/06/06</p> <p>Cabinet 14/06/06</p> <p>Joint meeting SB &amp; Cabinet 05/07/06</p> <p>Council 11/09/06</p>			
<b>1b</b>	Reporting procedures in constitution not being fully enforced.	<p>Highlight existence of procedures in constitution through the protocol in 1a as above.</p> <p>Produce clear and plain English guidance to officers and expert witnesses.</p>	①	<p>May 06</p> <p>June 06</p>	Links to CPM service plan 1.3d		

<b>1c</b>	Constitutional guidance on call-in procedure is not clear and open to interpretation and there is difficulty arranging additional meetings to accommodate any call-ins.	Draft a plain English guide to the call-in procedure and consult with legal services on the content.  Publish and circulate plain English guide to call-in as part of scrutiny procedures and protocols manual.	②	June 06  July 06	Links to CPM service plan 1.3d  Links to CPM service plan 1.3f		
<b>1d</b>	Forward Plan fails to provide sufficient detail on individual items.	Continue to consult on style and content of forward plan at other local authorities to identify how this supports early scrutiny.  Hold discussions with constitutional services regarding the format, production and protocols around forward plan.	①	May 06  May 06	Links to CPM service plan 3.2a  Links to CPM service plan 1.3f		



		<p>If appropriate and acceptable draft amended forward plan and consult with senior officers, cabinet and scrutiny board.</p> <p>Develop protocol for directorates to inform scrutiny of developments planned on rolling 12 month basis, updated quarterly</p>		<p>Scrutiny board (SB) 05/06/06</p> <p>Cabinet 14/06/06</p> <p>Joint meeting SB &amp; Cabinet 05/07/06</p> <p>August 06</p>	<p>Links to CPM service plan 1.3d and 1e and 1f of this plan.</p>		
<b>1e</b>	<p>Scrutiny needs to focus performance management role on exception reporting and challenge to the executive where appropriate.</p>	<p>Officers to work with panels when setting work programme to assess which performance issues will be considered.</p> <p>Panels to consider whether they wish to continue to receive traditional performance reports post cabinet.</p>	②	<p>June 06</p> <p>June 06</p>	<p>Links to CPM service plan 1.3h</p>		

1f	Create a balance between strategy and policy reviews and performance management work within scrutiny.	Panels to consider their work programme balance through a scoping exercise at their first meeting of the year.	①	June 06	Links to CPM service plan 1.3b and 1.3h		
1g	Unclear and inconsistent approach to scrutiny reviews.	<p>Develop clear definitions for 'types' of scrutiny review to assist in the development of review remits.</p> <p>Produce guidance notes for members and officers regarding developing scrutiny review remits.</p> <p>Scrutiny officers to ensure project management documentation completed when scrutiny review remit agreed and maintained during the completion of the review</p>	②	<p>June 06</p> <p>June 06</p> <p>ongoing</p>	<p>Links to CPM service plan 1.3d</p> <p>Links to CPM service plan 1.3e and 1.3f</p> <p>Links to CPM service plan 1.3d</p>		
1h	In the future government policy will promote 'bottom up' accountability i.e. rights of local people to trigger enquires into local issues. Establish mechanisms to support this.	Scrutiny team to maintain awareness of national developments and develop appropriate procedures to ensure scrutiny is responsive and able to accommodate changes.	②	Ongoing	Links to CPM service plan 3.2a		

		<p>Updates regarding national developments to be received by scrutiny board on a regular basis.</p> <p>Scrutiny board to co-ordinate requests for scrutiny from members of the public.</p> <p>Draft protocol for public to raise issues for scrutiny board to consider.</p> <p>Consult on draft protocol with elected members and senior officers.</p> <p>Finalise and publish protocol.</p> <p>Amend constitution if necessary.</p>		<p>Ongoing</p> <p>Ongoing</p> <p>May 06</p> <p>Scrutiny board (SB) 05/06/06</p> <p>Cabinet 14/06/06</p> <p>Joint meeting SB &amp; Cabinet 05/07/06</p> <p>Council 11/09/06</p>	<p>Links to CPM service plan 1.3f</p>		
<b>1i</b>	<p>Interlinks, between LNPs and the scrutiny function, are unclear.</p>	<p>Draft briefing paper regarding the role of scrutiny and LNPs and how their relationship can be enhanced.</p>	<p>①</p>	<p>May 06</p>	<p>Links to CPM service plan 3.2b</p>		

		<p>Scrutiny team to investigate with relevant officers ways to develop and support ongoing relationship between LNPs and scrutiny panels.</p> <p>Scrutiny board to maintain and develop relationship with LNPs to ensure it is mutually beneficial.</p>		<p>June 06</p> <p>Ongoing</p>			
<b>1j</b>	A strategic view of public concerns is needed to inform the work programme.	<p>Develop procedures to ensure the information gathered via corporate satisfaction and consultation exercises is captured.</p> <p>Information captured from corporate satisfaction and consultation activity presented to scrutiny board on a regular basis to inform work programme.</p>	①	<p>July 06</p> <p>Ongoing</p>	<p>Links to CPM service plan 1.3d</p> <p>Links to CPM service plan 1.3f</p>		
<b>1k</b>	Scrutiny may be too internally focused.	Develop protocols to support development of external scrutiny.		<p>August 06</p>	Links to CPM service plan 1.3d		

<b>2. Development of mechanisms to support the role of all stakeholders in the scrutiny process</b>	<b>THEME LEADER: Rob Flinter</b>
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REF	REPORT RECOMMENDATION OR ISSUE	IMPROVEMENT ACTION	PRIORITY 1 2 3	BY WHEN?	SIGNPOST TO OTHER PLANS	CURRENT STATUS V TARGET	COMMENTS
<b>2a</b>	Little public interest and awareness in scrutiny.	<p>Produce good news articles for internal and external press.</p> <p>Draft leaflets and posters promoting scrutiny.</p> <p>Consult on promotional material and its distribution with senior officers and members</p> <p>If acceptable, distribute promotional material to agreed sites.</p>	②	<p>Ongoing</p> <p>May 06</p> <p>Scrutiny board (SB) 05/06/06</p> <p>August 06</p>	Links to CPM service plan 1.3g		
<b>2b</b>	Poor public attendance at scrutiny meetings.	Officers to work with scrutiny panels to ensure meetings are held at venues appropriate to the discussions being held.	②	Ongoing	Links to CPM service plan 1.3g and 2a above		
<b>2c</b>	Lack of ownership and feedback on reports.	Reports from scrutiny panels to be presented by the panel chair or designated member.	①	Ongoing	Links to CPM service plan 1.3e		

		<p>Investigate ways to raise the profile and impact of scrutiny reports.</p> <p>Scrutiny team to liaise with organisational development to assist members if required.</p>					
<b>2d</b>	Co-opted members of Scrutiny unsure of their roles and expected outcomes from scrutiny.	Co-opted members to be fully inducted and their role in scrutiny clarified so that they can lead and own scrutiny.	③	When new members are identified	Links to CPM service plan 1.3e		

<b>3. Develop the co-ordination of scrutiny via the establishment of a scrutiny board.</b>	<b>THEME LEADER: Rob Flinter</b>
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REF	REPORT RECOMMENDATION OR ISSUE	IMPROVEMENT ACTION	PRIORITY 1 2 3	BY WHEN?	SIGNPOST TO OTHER PLANS	CURRENT STATUS V TARGET	COMMENTS
<b>3a</b>	More formal co-ordination of the work of the five Scrutiny and Performance Panels beyond that currently provided by the Chairs and Vice Chairs Working Group.	Amend the constitution to establish a scrutiny board.  Work with scrutiny board to develop its role and remit to ensure work of panels is co-ordinated.	①	April 06  June 06	Corporate Service Directorate Plan	complete	
<b>3b</b>	Should the responsibilities of Scrutiny and Performance Panels continue to mirror those of Directorates, or if more cross-cutting and thematic responsibilities should be allowed to develop.	Scrutiny board to fulfil a co-ordinating role in identifying lead panel on cross-cutting or thematic issues	①	Ongoing			

		Recommendations to be put forward to EMT for consideration prior to the establishment of Scrutiny and Performance Panels and their remits for 2007/8.		March 07			
3c	Work in partnership with the scrutiny board to develop the role and contribution of scrutiny to the corporate assessment framework.	<p>Scrutiny members are clear about their roles and responsibilities.</p> <p>Scrutiny reviews compliment and promote the aims and objectives for the community that promote the economic, social and environmental well-being of the area.</p> <p>Scrutiny helps promote the leadership role for the council by helping to inform and develop the council's community strategy.</p> <p>Scrutiny is an integral and robust part of the decision making process, ensuring transparency and the relevance of prescribed actions.</p>	②		Linked to 1j above		



		Scrutiny uses performance information to manage continuous improvement within the framework of the agreed community plan.			Links to CPM service plan 1.3h		
<b>3d</b>	Scrutiny plays a full role in the Council's aim to be an excellent authority.	Scrutiny team maintains an awareness of the requirements of the Corporate Performance Assessment and Use of Resources key lines of enquiry and determines if any further actions are required. Any such actions are incorporated into the relevant improvement / service plan.	①			ongoing	
<b>3e</b>	Work in partnership with the scrutiny board to develop the role of scrutiny in ensuring the delivery of value for money.	Resources Scrutiny and Performance Panel to pilot the value for money framework.  Each scrutiny and performance panel to consider the inclusion of the value for money framework assessment as part of their annual work programme.	①	April 06  June 06	Links to CPM service plan 1.3d	complete	

<p><b>3f</b></p>	<p>Scrutiny panels have no specific budget to support the work of scrutiny such as research or site visits.</p>	<p>Officers work with scrutiny board to submit application for a budget via strategic choices exercise.</p>	<p>②</p>	<p>Nov 06</p>			
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