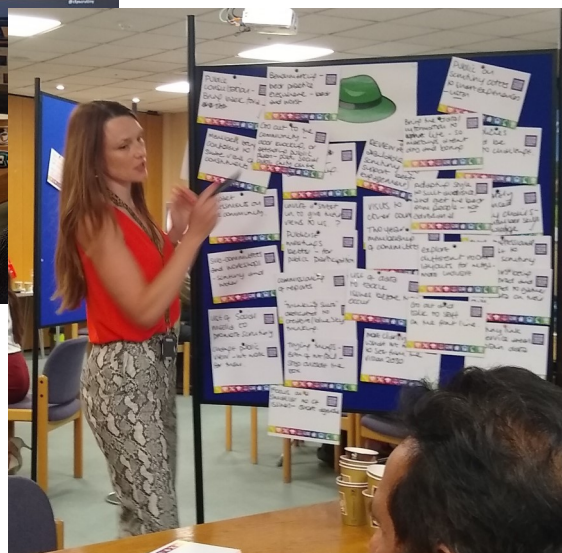


Report of the Scrutiny Review Working Group



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Acknowledgements

The Scrutiny Review Working Group would like to express its sincere thanks and appreciation to all Elected Members and officers who have engaged and contributed to this Review. The engagement and support by Elected Members has been very positive and enabled an informed approach to be taken to this Review.

Special thanks go to:

Ian Parry, The Centre for Public Scrutiny (CfPS)

Helen Murray, Local Government Association (LGA)
Councillor Edward Davie (Lambeth Borough Council)
Councillor Louise Baldock (Stockton Upon Tees Borough Council)

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Alex Goddard, Democratic Services Officer
Maxine Millward, Lead Officer, Service Improvement
Jack Thompson, Democratic Services Intern

without all of whom, this Review would not have been possible.

1 Foreword by the Scrutiny Review Working Group

The Working Group is very proud of the review that has been undertaken. From the outset, the Working Group appreciated that the Council's overview and scrutiny function would only be successful if it was understood and owned by Elected Members. Accordingly, it was essential that Elected Members remained central in this review, the approach taken, and any proposals made for improvement.

The Working Group acknowledged that over recent years there were many good examples of scrutiny work undertaken by the Council. It was important that the review built on those past successes and strengths, whilst still providing an effective platform for the sharing of new ideas, healthy challenge and debate.

The review methodology was deliberately designed to provide every Elected Member the opportunity to contribute and help shape the future of the Council's overview and scrutiny function, and importantly how it could be a success locally, regionally and nationally. This approach was supported by the Centre for Public Scrutiny and the Local Government Association who shared their own experiences and helped facilitate discussions and debate with Elected Members. This engagement was critical and Elected Members did not disappoint in openly sharing a wide range of views and ideas, all of which provided invaluable insight to help inform the findings, conclusions and proposals in this Review.

The overwhelming feedback from Elected Members and others who were engaged in the review was that it was a necessary review and a worthwhile exercise; with some commending the Working Group for its initiative and the approach taken.

The approach adopted, and level of engagement, has ensured that this has been a genuine Member-led review, that placed Elected Members at the heart of the Working Group's thinking and proposals. The Working Group therefore recommends the proposals detailed within this report to the Budget and Corporate Scrutiny Management Board.

With best wishes,

Scrutiny Review Working Group



Left to right : Councillors Ali, L Giles, Rollins, Y Davies, Crompton and Singh.

2 Introduction

- 2.1 Nationally, it is acknowledged that achieving an effective Overview and Scrutiny function is no easy feat and nor is there a single tried and tested model that can be adopted by Councils operating the Leader and Cabinet Model of governance. Concerns and issues around lack of engagement, difficulties in making an impact or adding value or being able to influence the direction of travel effectively have been frequently cited as reasons for why Councils and Elected Members do not consider their Overview and Scrutiny functions and arrangements can achieve their desired outcomes.
- 2.2 Sandwell Council has not undertaken a comprehensive review of its overview and scrutiny arrangements for almost three years. Good practice advocates a review is undertaken at reasonable intervals to ensure the overview and scrutiny arrangements remain fit for purpose and aligned to the desired outcomes of Elected Members and the Council.
- 2.3 In late 2017, it was agreed that the Council would undertake a Governance Review that focused specifically on the Council's:
- Overview and Scrutiny Function;
 - Decision-making arrangements;
 - Member development approach;
 - Members' Code of Conduct; and
 - Constitution.
- 2.4 An initial engagement session was undertaken specifically with Scrutiny Chairpersons and Vice Chairpersons in 2018 regarding the proposed scrutiny review. At this meeting, Elected Members reported that they felt disillusioned and demoralised with the current arrangements, and the approach and culture underpinning how the Council discharged its overview and scrutiny function. Particular concerns were raised around the lack of pre-decision scrutiny, scrutiny work not being valued and lacking impact and the consequences of a lack of Elected Member continuity on Scrutiny Boards. However, notwithstanding the concerns raised, there was a desire to elevate the Council to be a nationally recognised centre for excellence in delivering overview and scrutiny.

- 2.5 The Local Government Association Peer Review carried out in January 2018 supported the Council's rationale and objectives of the Governance Review and positively commented on the progress made as part of its follow-up review undertaken in January 2019.
- 2.6 To progress the Scrutiny Review, on 10 July 2019 the Budget and Corporate Scrutiny Management Board setup the Scrutiny Review Working Group which consisted of three Overview and Scrutiny Chairpersons and three members of the Executive; with oversight and support being provided by the Director of Law and Governance & Monitoring Officer, Democratic Services Manager and Team, and both the Centre for Public Scrutiny (CfPS) and the Local Government Association (LGA).
- 2.7 The timing of the review is also fortuitous in that the Secretary of State for Housing, Communities and Local Government issued new statutory guidance in relation to the Local Government Overview and Scrutiny function in May 2019.
- 2.8 The Working Group, in undertaking the review, has considered the statutory guidance and also examined how the Council's overview and scrutiny arrangements, including scrutiny outcomes, can be improved so as to reflect recognised good practice. Importantly, the Working Group was keen to excite and embed a strong and positive culture amongst Elected Members in relation to the real opportunities that effective overview and scrutiny provides.
- 2.9 To support the review, the CfPS consulted stakeholders in interview sessions, carried out a desktop exercise and led on an Elected Members survey. In addition to this, the Working Group co-ordinated wider engagement with Elected Members through three bespoke engagement sessions that explored how the Council's overview and scrutiny function and arrangements could be enhanced and the opportunities of scrutiny maximised.
- 2.10 The Working Group considered the insight and evidence gathered and explored good practice to make evidence-based recommendations which are detailed within this Report.
- 2.11 The recommendations in this review are designed to strengthen the Council's overview and scrutiny function and genuinely empower Elected Members who have so much to offer. The

Scrutiny Work Programme will focus on the ambitions within Vision 2030 and the proposed new structure and agile approach will strengthen decision making and accountability.

- 2.12 The review has demonstrated that the single most important determinant of whether the Council delivers an excellent overview and scrutiny function, that is nationally recognised, is the need for embedding a positive, passionate culture and approach amongst Elected Members to undertaking overview and scrutiny, that is underpinned by a 'can-do' mindset and a strong commitment to maximising the opportunities effective scrutiny provides.

3 Scope

3.1 The aim of the Scrutiny Review is to:-

- Understand better the purpose and benefits of overview and scrutiny;
- Deliver and embed a revised overview and scrutiny function through an informed and effective change managed approach;
- Explore how the profile of effective scrutiny in Sandwell can be raised;
- Develop a stronger understanding of roles and responsibilities of those involved in overview and scrutiny;
- Embed an appreciation and understanding of the value of scrutiny;
- Explore how the Council can actively engage with and encourage participation of Elected Members, officers, partners, stakeholders and the public in delivering an excellent overview and scrutiny;
- Ensure scrutiny resources are used effectively;
- Improve the relationship and working arrangements between the Council scrutiny members and the Executive;
- Embed a strong cultural commitment by Elected Members that enables the overview and scrutiny function to succeed and flourish;
- Identify gaps in skills and consider how they can be addressed;
- Enable the Council to deliver over the next 18-24 months an excellent overview and scrutiny function that is recognised locally, regionally and nationally.

3.2 The Scrutiny Review Working Group was established to:-

- consider and co-ordinate the Scrutiny Review;
- agree the methodology of the Scrutiny Review;
- ensure opportunities are made available for all Elected Members to engage with the Scrutiny Review;
- be insightful and evaluate and assess the evidence gathered during the course of the Review;
- consider and make proposals on how any gaps in skills and knowledge can be addressed;
- recommend to the Budget and Corporate Scrutiny Management Board any revisions to the Council's Overview and Scrutiny Function and Arrangements (including structure and work programme as appropriate).

3.3 The Working Group comprised of Councillors Ali, Crompton, Y Davies (Chair), L Giles, Rollins and Singh.

3.4 The Scrutiny Review Working met on six occasions: 24 July, 12 and 21 August, 9, 18 and 24 September 2019. The Terms of Reference for the Scrutiny Review Working Group are set out in Appendix 1.

4 Centre for Public Scrutiny and Local Government Association

Centre for Public Scrutiny

4.1 CfPS is the leading national body promoting and supporting excellence in governance and scrutiny. Its work has a strong track record of influencing policy and practice nationally and locally. CfPS is respected and trusted across the public sector to provide independent and impartial advice.

4.2 CfPS is an independent national charity founded by the LGA, Local Government Information Unit (LGIU) and Chartered Institute of Public Finance Accountants (CIPFA).

- 4.3 CfPS, as the leading national governance and scrutiny organisation, had been asked to support a member review panel to help develop its plans for the development of scrutiny.

Local Government Association

- 4.4 The Local Government Association is the national voice of local government, working with councils to support, promote and improve.*
- 4.5 The LGA is a politically-led, cross-party organisation that works on behalf of councils to ensure local government has a strong, credible voice with national government. We aim to influence and set the political agenda on the issues that matter to councils so they are able to deliver local solutions to national problems.*
- 4.6 The LGA is a membership organisation, and Sandwell Council is one of its members. In total, 408 authorities are members of the LGA for 2019/20. These include 339 out of 343 English councils, all 22 Welsh councils via the Welsh LGA, 30 fire authorities, seven national parks, five parish/town councils via corporate membership with NALC and one town council.*
- 4.7 The LGA provides a range of practical support, on a free of charge and/or subsidised basis, to enable local authorities to exploit the opportunities that this approach to improvement provides. This includes support of a corporate nature such as leadership programmes, peer challenge, LG Inform (benchmarking service) and programmes tailored to specific service areas such as children's, adults', health, care, financial, culture, tourism, sport and planning services.*

(*Source: LGA Website)

5 Statutory Guidance and Good Practice

- 5.1 The Ministry of Housing, Communities and Local Government published its Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities in May 2019. (See Appendix 2)
- 5.2 The Guidance seeks to ensure that local authorities (and combined authorities) are aware of the purpose of overview and

scrutiny, what effective scrutiny looks like, how to conduct it effectively and the benefits that it can bring.

- 5.3 The Guidance sets out a number of policies, protocols and practices that authorities should adopt, or consider adopting, when deciding how to carry out their overview and scrutiny functions.
- 5.4 In addition, the Centre for Public Scrutiny published its the Good Scrutiny Guide in June 2019 which provides authorities with guidance and key principles that underpin effective and successful scrutiny. (see Appendix 3)
- 5.5 The Working Group considered both statutory guidance and good practice guide and an analysis of Sandwell's position with regard to each principle within the Statutory Guidance, including where there are gaps that need to be addressed, is attached as Appendix 4.

6 Methodology

- 6.1 The Director of Law and Governance & Monitoring Officer and the Democratic Services Manager (Statutory Scrutiny Officer) have coordinated and managed the scrutiny review, with support from the Local Government Association, the CfPS and relevant Democratic Services Officers.
- 6.2 The Working Group focussed on specific aspects of overview and scrutiny arrangements, focusing on how the Council's overview and scrutiny function can support the delivery of Vision 2030, policy development, pre-scrutiny and the like. It was essential that Elected Members were kept central in the review and felt engaged and encouraged to participate.
- 6.3 It was recognised that the culture and mindset of Elected Members was the single most important determinant in the Council developing, implementing and sustaining a fit for purpose overview and scrutiny function that would not only reflect best practice but be recognised locally, regionally and nationally.

- 6.4 Meaningful engagement with Elected Members was critical to ensure that there was buy-in not only in respect of the process followed but to also securing the requisite Elected Member commitment and desire to achieving excellence in the Council's overview and scrutiny function and arrangements.
- 6.5 Accordingly, the methodology for the Scrutiny Review developed and adopted based on the following principles:
- openness
 - transparency
 - honesty
 - member-led approach/focus
 - meaningful engagement
 - promotion of healthy debate and discussion
 - effective facilitation
 - insight and evidence informing proposals

The Centre for Public Scrutiny

- 6.6 The CfPS assisted the review by adopting the following approach to evidence gathering: -
- **Desktop work.** Remotely, CfPS carried out a general sense-check of the Council's Constitution and rules of procedure insofar as they relate to scrutiny, and of recent work plans and scrutiny scopes and review reports as an evidence base for the rest of the work;
 - **Interviews.** Principally, included the Leader, Chief Executive, Monitoring Officer, Section 151 Officer, Statutory Scrutiny Officer, leading members in scrutiny (Chairperson, Vice Chairpersons) and a 'sample' Group of scrutiny members;
 - **Survey.** carrying out a wider survey of Elected Members and inviting comment from councillors;
 - **Observation.** Attendance at meetings.

Local Government Association

- 6.4 The LGA shared some of its experiences in relation to effective overview and scrutiny and invited two Member Peers to attend engagement sessions so that they could share their experiences and practicable considerations with Elected Members.
- 6.5 Councillor Edward Davie (Lambeth Council) and Councillor Louise Baldock (Stockton Upon Tees Council) attended (one or both) engagement sessions on 21 and 29 August 2019.

Communications

- 6.6 Communication with all Elected Members was maintained throughout the review, with regular email bulletins on specifically designed templates used to share information, dates of engagement sessions, details of the survey and provide feedback on the outcomes of the engagement sessions.
- 6.7 A dedicated resource library was hosted on Sandwell CMIS, with all Elected Members and officers having access to documents including guidance, agendas for sessions, collated outcomes and more.
- 6.8 The above approach ensured Elected Members were kept informed throughout the review and enabled those Elected Members who were unable to attend every engagement session to keep up to date with progress and the views and thoughts expressed by other Elected Members.

Email Bulletins with eye-catching colours and graphics as seen in this example:



Engagement Sessions

- 6.9 The key method of engaging with Elected Members was through a series of engagement sessions. Three sessions were designed, with each session held twice at different times, to allow Members to attend at a time that suited them and proactively participate. This proved successful, with almost 80% of Elected Members attending at least one of the sessions.



■ Attended (79%) ■ Not attended (21%)

- 6.10 The outcomes of the sessions were reported to the Working Group and were shared with all Elected Members at the engagement sessions. After each session, the outcomes were shared and used to help facilitate the discussion at the next session. This helped ensure an open and informed approach was taken on a wide range of issues.
- 6.11 The insight and evidence gathered during these sessions enabled clear themes and issues to emerge which ultimately formed the basis of the Working Group's proposals and recommendations.

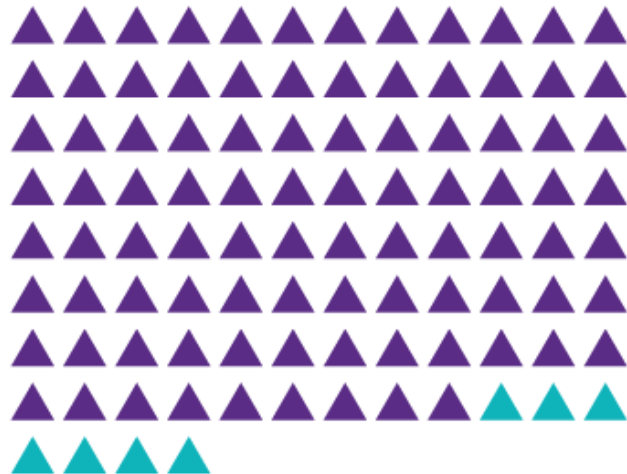
7 Information Gathered

Member Survey

- 7.1 The survey was hosted and analysed by the CfPS. All Elected Members of the Council were encouraged to respond to the survey, with links included in communication bulletins. The survey, which was conducted electronically, ran between 6 and 30 August 2019. In total, 29 responses were received. Details of the outcomes are in Appendix 3.

93%

of respondents said Scrutiny is important



■ Important (93%) ■ Not (7%)

Is the relationship between Scrutiny and Executive...?



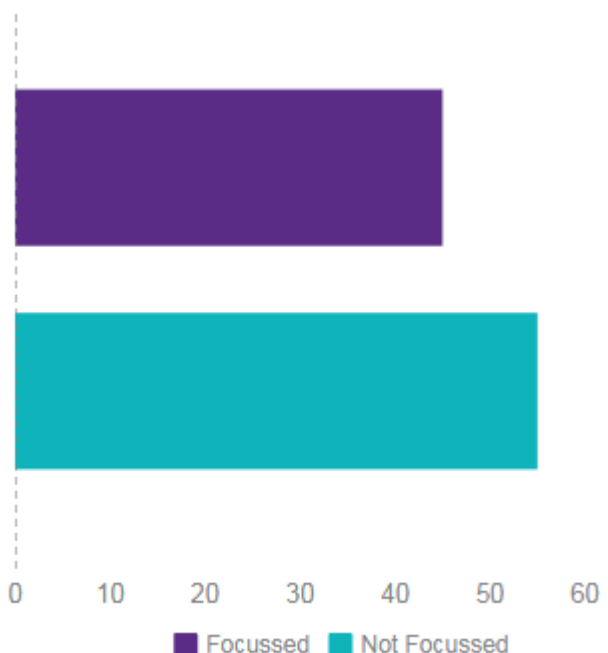
■ Negative (51.52%) ■ Positive (48.48%)



Relationships between Scrutiny and the Executive needs strengthening



55% of respondents said that the Scrutiny Work Programme isn't well focussed



■ Focussed ■ Not Focussed

Engagement Session 1

7.2 The first engagement sessions were held on 13 August 2019. These sessions were facilitated by Ian Parry, CfPS, supported by relevant officers and sought to gauge Elected Members views on the purpose of scrutiny, why it is important and how scrutiny can make a difference. The collated outcomes of session 1 can be seen at Appendix 4.

7.3 Key messages that emerged from the session included:

- The need for better engagement between Scrutiny and the Executive.
- Scrutiny needed to be more meaningful and able to influence and shape policy.
- The need to improve the training offer to members in relation to their role on Scrutiny.



Engagement Session 2

7.4 The second engagement sessions were held on 20 August 2019. They were facilitated by relevant officers and were used to carry out a 'Six Thinking Hats' exercise, a universally and highly regarded technique for effective Group discussions and individual thinking and enabled Elected Members to look at Scrutiny from different perspectives to enable new insights and solutions to be created. The outcomes of these sessions can be seen at Appendix 5.

7.5 Key themes emerged from these sessions, namely:-

- Culture
- Relationships
- Work programme
- Agile working
- Structure
- Support

7.6 These themes informed the framework of the review going forward, the discussions of the Working Group and the content for Engagement Session 3.



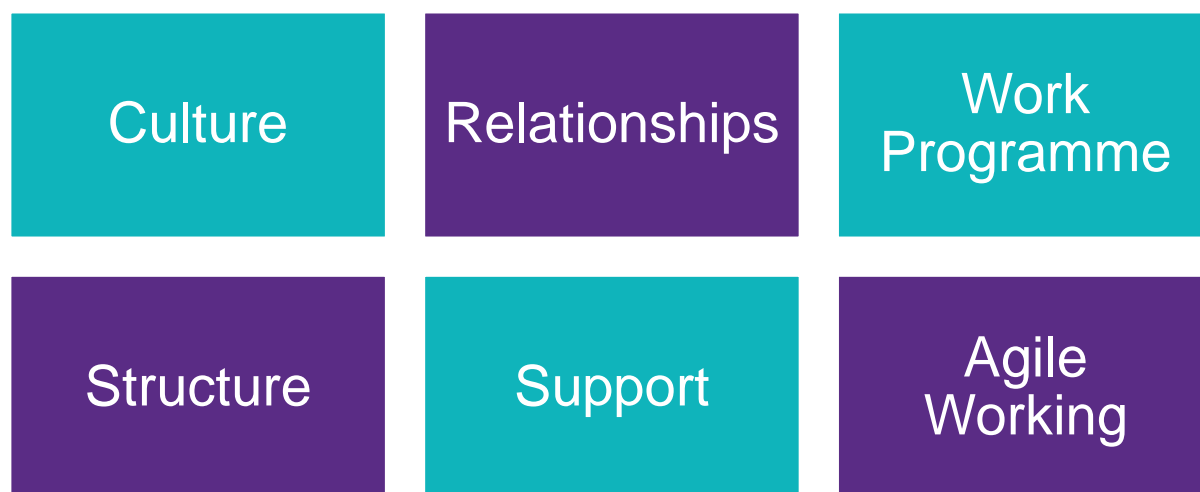
Engagement Session 3

- 7.7 The third engagement sessions were held on 29 August 2019. They were facilitated by officers, in conjunction with Ian Parry, CfPS. The sessions received an overview of feedback gathered so far, followed by table discussions focussed on the key themes which had arisen from the feedback to the sessions with a view to how to address these themes. The outcomes of these sessions can be seen at Appendix 6.
- 7.8 These sessions focussed on ways forward; what practical elements would be required to be in place, or strengthened, in order to ensure Sandwell's overview and scrutiny function is effective and the outcomes were used to inform the recommendations of the Working Group.



8 Findings and Evaluation

- 8.1 The key themes that emerged from the engagement sessions were borne out by the findings of the desktop evidence gathering, interviews and survey carried out by the CfPS.



Culture

- 8.2 Through the evidence gathered at the engagement sessions, interviews and the survey had demonstrated that there was a general lack of understanding about the role and purpose of scrutiny in Sandwell and who was being held to account. Equally, there was some understanding of the potential of the Council's overview and scrutiny function, but it was not fully appreciated with some Elected Members supportive of improvements but not clear on what 'good' looked like.
- 8.3 Nearly all who responded to the survey and took part in engagement sessions thought that scrutiny was important. There was some evidence of good practice and outcomes in Sandwell, however, there was a mixed reaction to whether scrutiny was making a difference and if it was holding the right people to account.

- 8.4 The Working Group agreed that there was a need to address the culture of the organisation in relation to scrutiny. There was evidence of poor attendance at meetings, members not being engaged in the process and a lack of understanding and knowledge of what scrutiny was doing, how it was operating and what it was achieving in Sandwell. This had led to a significant amount of disillusionment and lack of motivation amongst Elected Members.
- 8.5 The importance of culture emerged as the single most important factor that would determine whether the Council would be able to deliver an excellent overview and scrutiny function that met the needs and expectations of the Council and Elected Members. Accordingly, promoting and encouraging a healthy culture that empowered Elected Members, promoted agile working, new ways of working and innovation was a critical driver for success.

Issues Identified	Finding
There was not enough awareness of the Scrutiny function amongst the Council, its partners, the public and other stakeholders.	There is a need to share information about the function in a user-friendly way that encourages engagement with Scrutiny held in higher esteem and profiled accordingly.
The Scrutiny function currently submits minutes for noting by Council; it was not felt that this helped to foster an understanding of the work of Scrutiny or provide an opportunity for discussion.	The reporting arrangements between Scrutiny and Council needed to be refreshed to take advantage of the opportunity to increase awareness amongst elected members and the wider community.
Members did not always attend/engage with Scrutiny. Making scrutiny meetings more meaningful and for scrutiny to be able to shape and influence policy as opposed to being consulted.	There is a need to develop a framework that ensures members are aware of their responsibilities as members of Scrutiny.

There was an identified training need to ensure that members understood the role of Scrutiny, its importance and how they can play their part in its success.	Scrutiny training needed to be reviewed, redesigned and delivered to members, Chairs and Vice Chairs, including as part of induction processes.
Continuity of scrutiny appointments, considering members skill sets when appointing to boards and empowering board members to carry out research of key subjects, and update members at follow up meetings.	Appointments to scrutiny would need to consider members interests/areas of expertise and utilising those skills and knowledge in the scrutiny process.

Relationships

- 8.6 Effective relationships are vital to a strong, successful overview and scrutiny function, particularly between Scrutiny and the Executive, Scrutiny and officers and Chairpersons, Vice Chairpersons and Panel Members.
- 8.7 The insight and evidence gathered demonstrated that the Executive needed to do more to make use of the overview and scrutiny function vis-à-vis Non-Elected Members knowledge, skills, capabilities. Opportunities were not fully exploited to engage Elected Members in areas such as policy development, performance management and the exploration of innovative ideas and options.
- 8.8 It was critical that the Executive more openly valued the work and role of overview and scrutiny, particularly in relation to the consideration of recommendations from overview and scrutiny committee/reviews.

Issues Identified	Finding
The working relationship between Scrutiny and the Executive is not strong or effective and does not lead to positive engagement.	There is a need to provide a framework in which to rebuild a positive working relationship between the two functions.

Working relationships between Scrutiny and key officers (for example Directors) were not as effective as they needed to be.	There is a need to provide a framework in which to rebuild positive working relationships between Scrutiny and the senior officers that support it.
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Work Programme

8.10 The Working Group was mindful of the need to build on the strengths of good scrutiny in Sandwell and the need to make scrutiny more dynamic and output focussed.

8.11 The review highlighted the need to establish a work programme that was exciting, dynamic and focused but still manageable given the available resources. A work programming process was needed that enabled an informed approach to be taken to determining how the work programme is compiled. It needs to include strategic items, afford Elected Members the ability to include issues of local concern, be outcome focused and have the ability to engage Elected Members.

Issues Identified	Finding
The Scrutiny Work Programme was not always focussed.	There is a need to review existing work programming and prioritisation tools to ensure they assist members to focus the work programme and maximise the effectiveness of scrutiny work.
There was a will amongst elected members to make use of flexible and innovative ways of working.	Scrutiny activity can be carried out in a wide range of ways, including Task and Finish, Inquiry Days, Masterclasses and Spotlight Sessions.

Agile Working

8.12 During the engagement sessions, Elected Members raised the need for a more agile approach to be taken to the manner in which scrutiny was being undertaken. It was however recognised that Chairs often sought views and ideas from Elected Members on

their respective Boards on how scrutiny could be undertaken but with limited success.

8.13 The Working Group acknowledges that the availability of different agile vehicles to undertake scrutiny is only going to be effective if there was a change in the culture and approach to scrutiny (see ante).

8.14 There was a clear desire for a more flexible approach to be adopted, which empowered Elected Members to decide how best to undertake scrutiny work so as to achieve the best outcomes. It was recognised that such an approach would need to be driven and the roles of Chairpersons and Vice-Chairpersons would be key to ensure this was achieved.

Issues Identified	Finding
There was a will amongst elected members to make use of flexible and innovative ways of working.	Scrutiny activity can be carried out in a wide range of ways, including Task and Finish, Inquiry Days, Masterclasses and Spotlight Sessions.
Members need to build their confidence in utilising new ways of working.	Scrutiny training needed to be reviewed, redesigned and delivered to members, Chairs and Vice Chairs, including as part of induction processes.

Structure

8.15 The general emerging consensus was that Elected Members wanted to move away from the rigid committee structure approach towards a framework that encouraged, promoted and nurtured a more agile and flexible way of working. A number of options for a Scrutiny Structure were considered and debated by the Working Group.

8.16 The revised structure needed to reflect current strengths and address a number of issues identified through the engagement sessions and other evidence sources, including:-

- ensuring a fit for purpose committee structure and clarity of job roles and responsibilities;
- developing a mechanism for feedback, suggestions and continuous improvement as part of the Scrutiny process to include best practice;
- considering continuity and length of Scrutiny appointments linked to building skill, knowledge and experience as part of the Member Development Programme.

8.17 The structure needed to have flexibility to make use of a variety of mechanisms available to carry out scrutiny work, such as time-fixed sub-committees, Task and Finish Groups, inquiry days, spotlight sessions, masterclasses.

Support

8.37 The Working Group acknowledged the importance of the overview and scrutiny function being adequately resourced, with a need to draw in support from across the Council and its partners.

Issue Identified	Finding
Scrutiny needs to be appropriately resourced in order to deliver good quality work.	There is a need to review resourcing arrangements to draw in support from across the Council and its partners in a holistic way.
It is important to equip members with the skills they need in order to undertake successful scrutiny.	Scrutiny training needed to be reviewed, redesigned and delivered to members, Chairs and Vice Chairs, including as part of induction processes. Defining Induction/Training/Skills/Competencies for key roles whilst managing expectations.

9 Conclusions and Proposals

- 9.1 The Working Group discussed the findings that arose from the evidence gathered from the engagement sessions, member survey and the feedback from the CfPS and measured against statutory guidance and the CfPS good practice guide. (See Appendix 2??) Based on this, the Working Group identified proposals that it considers will help to strengthen overview and scrutiny in Sandwell.

Culture

- 9.2 It became clear that culture was the single biggest factor that would determine the success of delivering an effective overview and scrutiny function. It was essential that the Council and Elected Members recognised genuinely that overview and scrutiny could play a significant role in shaping the future direction of the Council.
- 9.3 The Working Group recognised that under the Council's governance model, namely Strong Leader model, the overview and scrutiny function needed to provide an effective platform for Non-Elected Members to constructively support the Executive and Council to help deliver Vision 2030 as well confidently and effectively as hold the Executive, Partners and others to account.
- 9.4 To do this, the Working Group recognised that Elected Members needed to feel empowered and be persuaded that the overview and scrutiny function would enable them to utilise their skills, knowledge, expertise effectively so as to effect change and improvement.
- 9.5 Equally, the right culture demanded Elected Members genuinely commit to delivering an excellent overview and scrutiny function that is innovative, ambitious, focused and outcome driven.
- 9.6 The Working Group identified a range of ways to make changes including a new approach to setting the work programme (discussed later), strengthening training and development, clarifying roles and responsibilities of key persons, developing protocols to encourage engagement and involving stakeholders to

help facilitate informed debate and discussion, and promote the overview and scrutiny function and work through social media and the website.

Culture

Desired Outcomes	Proposed Actions
<p>Effective relationship between scrutiny, the Executive and officers</p> <p>Openness, transparency and honesty</p> <p>Being confident and brave</p> <p>Knowledgeable</p> <p>Understand function of scrutiny and subject matters</p>	<ul style="list-style-type: none"> ○ Introduce a scrutiny and executive protocol clarifying expectations and the working relationship between the executive and scrutiny ○ Introduce a scrutiny and officer protocol clarifying expectations and the working relationship between scrutiny and officers; ○ Revised/new job roles for:- <ul style="list-style-type: none"> ○ Scrutiny Chairpersons ○ Vice Chairpersons ○ Scrutiny members ○ Co-optees ○ Job roles to outline: <ul style="list-style-type: none"> ○ Accountability ○ Purpose ○ Activities ○ Values ○ expectations of members of the Committee, including performance management issues, attendance at meeting, reading of papers in advance, etc. ○ Promote and raise awareness of the function and work of scrutiny via a dedicated scrutiny page, newsletters, at Council meetings, social media platforms, etc ○ Develop a mechanism for feedback, suggestions and continuous improvement as part of the scrutiny process ○ Raising awareness and understanding through training of

	<p>Councillor Call for Action, call-ins, pre-decision scrutiny</p> <ul style="list-style-type: none"> ○ More informed, effective officer, partner and stakeholder briefings/discussions, etc ○ Produce handbook for scrutiny members ○ Annual report to Council to include the impact made by scrutiny
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Relationships

- 9.7 The Review has enabled the roles of Chairpersons and Vice Chairpersons to be examined. Both roles were considered critical to helping to deliver excellence in scrutiny. It was recognised that greater support and focus was needed for both roles to flourish. Importantly, the roles needed to have a greater specific focus on performance of scrutiny members, priorities and outcomes.
- 9.8 The Working Group considered it important that Chairpersons job role needed to have a specific focus on increased accountability in relation to the performance and oversight of scrutiny members to ensure they feel engaged, empowered and were proactively helping drive improvements in overview and scrutiny.
- 9.10 The Working Group also felt that Vice-Chairs of Panels (such as the Children’s and Education Scrutiny Panel – see Structure below) should take a lead on one of the substantive areas falling within the remit of their Panel to help support the delivery of the work programme and gain valuable experience and knowledge. For example, for the Children’s and Education Scrutiny Panel, the Chairperson could lead on Children’s agenda with the Vice Chairperson providing supporting by helping to lead on the Education agenda. This coupled with Vice-Chairpersons chairing the sub-panels will significantly help ensure that the Council is investing it its future Chairpersons through genuine relevant experiences.
- 9.11 To assist with embedding both the desired culture and proposed new arrangements, the Working Group felt that the creation of specific Vice Chairperson to lead, support and co-ordinate member

development and training needs in relation to overview and scrutiny would be a positive step; and another Vice-Chairperson to lead on advising on agile working, exploring good practice and helping to drive continuous improvement, would ensure provide important support to all Chairpersons, other Vice-Chairpersons and Scrutiny members.

9.12 The Working Group has deliberately not prescribed how and when Chairpersons, other Vice-Chairpersons and Scrutiny members should meet. It recognises that the Panel and Sub-Panel will need to meet as necessary and that the Calendar of Meeting will need to anticipate a certain number of meetings which will be determined in the usual way. However, the Working Group, through the proposed changes is keen to foster an environment that encourages, welcomes and supports regular meetings between Chairpersons, Vice-Chairpersons and Scrutiny members to address issues such as, who should lead on cross-cutting issues, enable information to be shared, update one another on progress, explore how agendas can be joined up etc.

Relationships

Desired Outcome	Proposed Action
<p>Having and building trust.</p> <p>Executive value scrutiny.</p> <p>Opportunity to develop and nurture strong, healthy working relationships with members, officers, the public, partners, stakeholders, etc.</p> <p>Critical friend.</p> <p>Strong understanding and working.</p>	<ul style="list-style-type: none"> • See protocols reference under Culture above • See creation of jobs roles as referenced above • Utilising the new structure to ensure relevant Vice-Chairpersons have defined roles and experiences that enable them to become Chairpersons of the future i.e. chair sub-panels. • Chairpersons, Vice-Chairpersons and Scrutiny Members be encouraged to meet regularly to foster good relations and address issues as necessary • Revised terms of reference for scrutiny that clearly defines the expectation and role of scrutiny committees, i.e. being a critical friend

<p>relationship between the Chair, Vice Chair and scrutiny members.</p> <p>Being alive to role and opportunities of others to shaping scrutiny.</p> <p>Scrutiny confidently holding the executive to account.</p> <p>Collaborative working and sharing of knowledge across the Council, the public and stakeholders.</p>	<ul style="list-style-type: none"> • Proactively inviting other views at scrutiny meetings and enable the committee to be flexible and agile • Explore with Centre for Public Scrutiny and Local Government Association peer support and mentoring • Annual Summit to enable healthy working relationships • More effective scrutiny workshops at the local level (seeking the public voice) • Regular scheduled meetings between scrutiny members, Town Leads, the executive and other stakeholders to promote the work of scrutiny and raise awareness • Create an information management system to enable information to be readily accessed by scrutiny
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Work Programme

- 9.13 To ensure the focus of attention is consistent with Vision 2030 and Council priorities, a prioritisation exercise is recommended that evaluates proposed scrutiny work items against agreed criteria to determine what should be included on the work programme.
- 9.14 The Working Group noted that Elected Members felt that the work programme currently took too long to agree and a significant proportion of the Municipal Year was lost due to the amount of discussion and debate on what was to be included on the work programme. To help overcome this issue, the Working Group proposes that strategic items to be agreed are included on the work programme for any Municipal Year at the end of the preceding Municipal Year.
- 9.15 To manage this approach, a timetable to manage the work programme is recommended. The Executive would be invited to indicate, by a deadline, what areas of strategic importance it would welcome input/support from Overview and Scrutiny on in the following Municipal Year. Other Elected Members would also be invited to provide strategic items within set time limits. All strategic

items would then need to undergo a prioritisation and resources assessment by Chairpersons and Vice-Chairpersons (supported by Directors) before inclusion on the work programme.

- 9.16 The above approach will ensure that an informed and focused overview and scrutiny work programme that can consider and progress at the first overview and scrutiny meetings in the new Municipal Year.
- 9.17 With regards to non-strategic items, the Working Group recommends that overview and scrutiny Chairpersons would oversee such items and using agreed criteria to ensure the items are aligned to Council priorities/Vision 2030, and capable of being resourced, would have the ability to include additional items on the work programme.
- 9.18 The consideration of every agenda item also enables an assessment to be made as to the most appropriate agile working methods (such as task and finish, spotlight sessions, inquiry days, masterclasses etc). (See Agile Working below). This will be particularly important when considering the resource implications.
- 9.19 To ensure that the work programme remains relevant and dynamic, it is recommended that it be reviewed on a quarterly basis by all the Chairpersons collectively and updated as appropriate.

Work Programme

Desired Outcome	Proposed Action
Ambitious Aligned to Vison 2030 and Council priorities Joined up Exciting Adds value Well-informed Strong, clear objectives	<ul style="list-style-type: none"> • Establish a clear timetable for setting the work programme • Create a protocol that clearly defines how the work programme will be devised and who is able to influence and/or determines it which also includes <ul style="list-style-type: none"> ○ Clear templates that enable scrutiny items to be identified, understood, evaluated and with a clear timescale - Identification of resources as part of the template

<p>Policy development, performance monitoring, holding to account, supporting effective decision-making</p> <p>Autonomous</p> <p>Timely, relevant and achievable</p> <p>Aligned to resources available</p>	<ul style="list-style-type: none"> - Template will ask outcome being sought (linked to Vision 2030) - Provide clear detail - Anticipated resources required and which scrutiny mechanism to utilise - SMART objectives and recommendations o Clear criteria to determine the work programme which includes a prioritisation exercise/mechanism
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Agile Working

- 9.20 Various agile and flexible ways of working were explored by the Working Group. Members recognised that overview and scrutiny outputs were stronger when there was a greater focus on a topic and they had a range of vehicles to explore the subject matter, including task and finish work, visiting key sites/services and engaging with public and partners.
- 9.21 The Working Group identified examples of good scrutiny that had been carried out by sub-Groups, visits and inquiry days and agreed that this was a good way to unpick issues and look at a matter from different perspectives.
- 9.22 To support the agile agenda, a specific Vice Chair role is proposed who will advise on the agile ways of working, promote different ways of undertaking scrutiny and ensure the ambition and enthusiasm of Elected Members is maintained. The role would liaise with the Centre for Public Scrutiny and the LGA and seek good practice regionally and nationally to help ensure the most effective methods of scrutiny are understood and actively utilised. (See Structure below).

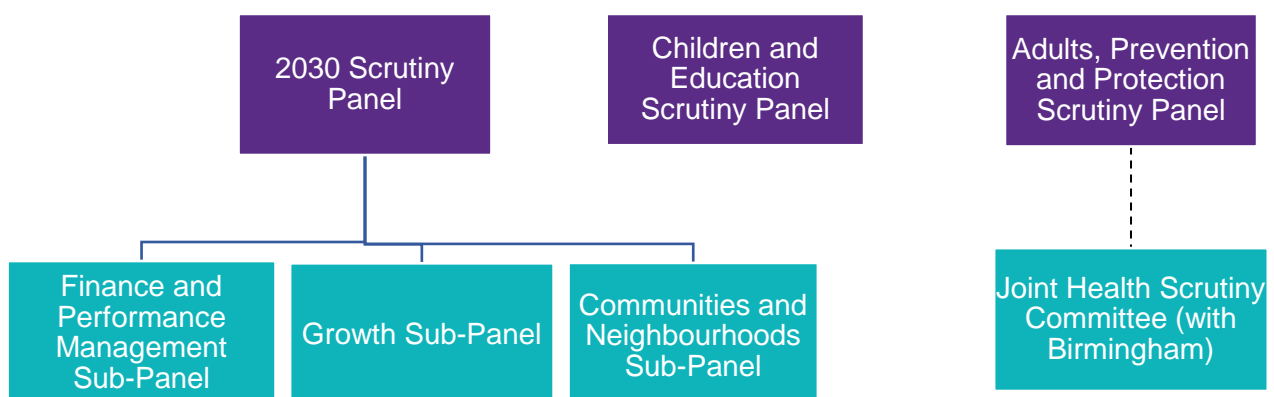
Agile Working

Desired Outcome	Proposed Action
<p>Agile working should be embedded in everything scrutiny does and how it operates:</p>	<ul style="list-style-type: none"> • Agile working should be embedded in everything scrutiny does and how it operates: <ul style="list-style-type: none"> ○ Changing the culture ○ Building and maintaining working relationships, confidence and knowledge in the ○ Making the work programme flexible to find the right mechanism or approach to carry out scrutiny. ○ Structure – building in mechanisms to enable scrutiny to look at a topic in depth and through different lenses/ perspectives. ○ Support – building skills, knowledge and relationships to strengthen confidence and trust in the scrutiny function.

Structure

9.23 The Working Group decided that the structure below would best support the delivery of the overview and scrutiny function and help ensure a more dynamic and flexible approach is embedded while ensuring all statutory obligations were met:

Proposed Structure



9.24 The 2030 Scrutiny Panel would have 5 Vice Chairs; each Sub-Panel will be led by one Vice Chair, with the remaining two having specific roles and responsibilities across the Scrutiny function as follows:-

- Training and Development Champion x1 Vice Chair; and
- Agile Working Champion (Task and Finish Groups, Inquiry Days, Spotlight etc) x1 Vice Chair.

9.25 All the proposed Panels would have the freedom to undertake their scrutiny work using whatever agile working options it considered most appropriate. The Agile Working Vice Chair would support and advise Panels on the agile options to ensure the most effective vehicle was used to deliver the outcomes sought. This Vice Chair would also look at best practice across the country, promote Sandwell’s overview and scrutiny function and be the Council’s Scrutiny lead with the CfPS and LGA.

9.26 The Training and Development Champion Vice Chair role is to understand the training, development and support needs of overview and scrutiny Elected Members and liaise with the Member Development Team to ensure the Member Development Programme delivers the needs of overview and scrutiny members. The role requires close working with both the CfPS and LGA to ensure members are fully supported in their roles.

9.27 The CfPS reviewed the proposed structure and has advised that it is innovative and creative in addressing the findings of the review and objectives of the Review. (See Appendix 10)

9.28 Proposed Terms of Reference have been drafted for the structure and are attached at Appendix 8. These reflect the flexible methods that are available to members in order to maximise the effectiveness of their scrutiny activity.

Structure

Desired Outcome	Proposed Action
Clear Flexible	<ul style="list-style-type: none"> • Proposed scrutiny panel structure (see 9.23) • Clarity of roles and remit (terms of reference, member job roles, scrutiny procedure rules)

<p>Aligned to the Vision 2030 and council core responsibilities</p> <p>Promotes and facilitates the desired culture, relationships and work programme</p>	
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Support

- 9.24 The new approach to setting the Work Programme will help ensure resources are effectively used and managed. The Agile approach will enable an informed approach to be taken and the available resources utilised.
- 9.25 To help embed the new arrangements and approach, it proposed that a Member Handbook and Guide and Toolkit for Officers be developed and introduced that provides helpful advice and guidance on the new approach to overview and scrutiny and the desired outcomes. The Handbook, Guides and Toolkit will focus on and summarise key principles, good practice, agreed procedures and processes, and detail roles, responsibilities and expectations.
- 9.26 Elected Members recognised that it is important for them to take ownership of their own development and to deliver an effective overview and scrutiny function requires all Elected Members to ensure they possess the requisite skills and knowledge. To this end, it is proposed that a Vice Chair with specific responsibility to support and drive member development in relation to overview and scrutiny (see ante).

Support

Desired Outcome	Proposed Action
<p>Effective development plan for members</p> <p>Enabling</p> <p>Focussed</p> <p>Inclusive</p> <p>Bespoke</p> <p>Clearly defined officer support being aligned to the work programme</p> <p>Working smart</p>	<ul style="list-style-type: none"> • Create a development plan to enable appropriate skills and knowledge and addresses member aspirations • Have more focussed induction and training and development plan for scrutiny members to enable them to effectively carry out their role • Personal Development Plans to ensure that coaching and mentoring for scrutiny members is included • Create an overview and scrutiny guidance book to support members • Tailor council resources through a resource analysis to determine the type and level of resources to help achieve defined and agreed work programme

10 Recommendations

The Working Group recommendations to the Budget and Corporate Scrutiny Management Board are as follows:

1. That this Review Report be considered.
2. That the proposed Overview and Scrutiny structure set out at Appendix 12 (including the Terms of Reference for Scrutiny Panels, Sub-Panels detailed herein) be referred to Council for approval with an effective date of the next Annual Council (currently proposed to be held on 19 May 2020).
3. That, subject to recommendation 2 above:
 - (a) the role descriptions for Chairpersons, Vice Chairpersons, Overview and Scrutiny Elected Members be recommended to Full Council (15 October 2019) for approval with an effective date of the next Annual Council (currently proposed to be held on 19 May 2020).
 - (b) The current Chairperson of the Budget and Corporate Scrutiny Management Board, in consultation with other Chairpersons and the Director of Law and Governance & Monitoring Officer, develop protocols detailed within this report to support and promote healthy working relations between:-
 - Scrutiny Chairs, Vice Chairs and Scrutiny Elected Members with the Executive; and
 - Scrutiny Chairs, Vice Chairs and Scrutiny Members with Officers.
 - (c) The current Chairperson of the Budget and Corporate Scrutiny Management Board, in consultation with other Scrutiny Chairpersons, Vice Chairpersons and Director of Law and Governance & Monitoring Officer, develop

communication and engagement protocols/plans relating to:-

- Public, partner and stakeholder engagement;
- promoting, understanding and raising awareness of the Council's overview and scrutiny function and work programme and outcomes (including through social media, council website and newsletters);
- seeking feedback, suggestions to drive continuous improvement of the overview and scrutiny function/arrangements.

(d) the Director of Law and Governance and Monitoring Officer, in consultation with the Chairpersons and Vice Chairpersons of the current Scrutiny Boards, develop and introduce/arrange for:-

- Scrutiny Member Handbook;
- Scrutiny Guide and Toolkit for officers;
- Training and awareness for officers and partners

in relation to the proposals outlined in this report.

(e) The current Chairperson of the Budget and Corporate Scrutiny Management Board, in consultation with other Scrutiny Chairs, Vice Chairs and Director of Law and Governance & Monitoring Officer, develop a new process and timetable based on the principles and proposals outlined in this review to determine the new scrutiny work programme, including assessment criteria and prioritisation exercise in readiness for the new Municipal Year.

(f) Subject to Full Council approval, the Director of Law and Governance and Monitoring Officer be authorised to update the Council's Constitution to reflect the agreed changes detailed above.

4. The current Chairperson of the Budget and Corporate Scrutiny Management Board in consultation with the other Chairpersons and the Director of Law and Governance & Monitoring Officer agree an implementation plan that addresses issues such as training, development, engagement and other requisite actions and steps needed to ensure the effective and timely introduction of the proposals contained in this Review.
5. That Council at its meeting on 15 October 2019 agrees to amendments of the proposals in this report that are considered necessary to give effect to the desired outcomes and principles detailed in this report and that the 6 month rule under Standing Order 29 be suspended for the purposes of this matter
6. That the Scrutiny Review Implementation Plan be monitored and reviewed in six months following the implementation.

SCRUTINY REVIEW WORKING GROUP

Terms of Reference

Outcome:

To review the Council's Overview and Scrutiny function and arrangements; and recommend to the Budget and Corporate Scrutiny Management Board revised proposals in relation to the Overview and Scrutiny arrangements.

Scope:

To propose revised Overview and Scrutiny arrangements that:

- Recognise good practice (including the examination of case studies on successful overview and scrutiny arrangements) on a local, regional and national level;
- Take account of good practice advocated by the Local Government Association and Centre for Public Scrutiny;
- Comply with the latest statutory guidance (May 2019) and other legislative requirements;
- Identify a clear role and focus for both the overview and scrutiny functions;
- Establish a clear strategic focus aligned to the Vision 2030;
- Value the skills, capability and knowledge possessed by Members, and the contribution they can make to the delivery of Vision 2030 and improvement of the Council.
- Encourage and promote effective engagement and working between the Executive and the Scrutiny Boards;
- Promote and encourage Member and stakeholder engagement and involvement in the Council's overview and scrutiny function;

Methodology

To gather insight, consult with key stakeholders and consider relevant data and information from key sources as deemed necessary and appropriate to ensure an effective review of the Council's overview and scrutiny function is undertaken.

To produce a report setting out the proposals for consideration by the Budget and Corporate Scrutiny Management Board at its meeting on 11 September 2019.

The Budget and Corporate Scrutiny Management Board at its September meeting to be invited to refer the proposals for approval to Full Council at its meeting on 15 October 2019.

Membership

Chair of the Budget and Corporate Scrutiny Management Board (Councillor Luke Giles);
Councillor Rollins (Chair of the Economy, Skills, Transport and Environment Scrutiny Board);
Councillor Singh (Chair of the Children's Services and Education Scrutiny Board)

and

Councillor Y Davies (Leader of the Council);
Councillor Ali (Cabinet Member for Resources and Core Services);
Councillor Crompton (Cabinet Member for Safer Communities).

The Working Group may invite other members or third parties to Working Group meetings as it considers appropriate and necessary to undertake the review.

Quorate and Meetings

At least three Members of the Working Group.

Working Group meetings shall be held as required.

The Director of Law and Governance & Monitoring Officer, together with Democratic Services, shall provide advice and administrative support to the Working Group.

Chairperson of the Working Group

Councillor Y Davies (Chairperson) and Councillor Rollins (Deputy Chairperson) appointed at its first meeting.

Decision-making

The Working Group is not a decision-making body.

The Working Group will submit proposals in accordance with these Terms of Reference to the Budget and Corporate Scrutiny Management Board for consideration.

Voting

By majority vote with the Chairperson (or Deputy as applicable) having a casting vote.

Access to Information Rules

The Working Group is not a constitutional meeting of the Council or a sub-committee of the Budget and Corporate Scrutiny Management Board and as such is not subject to the Access to Information Rules.



Ministry of Housing,
Communities &
Local Government

Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities



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Ministerial Foreword

The role that overview and scrutiny can play in holding an authority's decision-makers to account makes it fundamentally important to the successful functioning of local democracy. Effective scrutiny helps secure the efficient delivery of public services and drives improvements within the authority itself. Conversely, poor scrutiny can be indicative of wider governance, leadership and service failure.

It is vital that councils and combined authorities know the purpose of scrutiny, what effective scrutiny looks like, how to conduct it and the benefits it can bring. This guidance aims to increase understanding in all four areas.

In writing this guidance, my department has taken close note of the House of Commons Select Committee report of December 2017, as well as the written and oral evidence supplied to that Committee. We have also consulted individuals and organisations with practical involvement in conducting, researching and supporting scrutiny.

It is clear from speaking to these practitioners that local and combined authorities with effective overview and scrutiny arrangements in place share certain key traits, the most important being a strong organisational culture. Authorities who welcome challenge and recognise the value scrutiny can bring reap the benefits. But this depends on strong commitment from the top - from senior members as well as senior officials.

Crucially, this guidance recognises that authorities have democratic mandates and are ultimately accountable to their electorates, and that authorities themselves are best-placed to know which scrutiny arrangements are most appropriate for their own individual circumstances.

I would, however, strongly urge all councils to cast a critical eye over their existing arrangements and, above all, ensure they embed a culture that allows overview and scrutiny to flourish.



A handwritten signature in blue ink, appearing to read 'Rishi Sunak'.

Rishi Sunak MP
Minister for Local Government

About this Guidance

Who the guidance is for

This document is aimed at local authorities and combined authorities in England to help them carry out their overview and scrutiny functions effectively. In particular, it provides advice for senior leaders, members of overview and scrutiny committees, and support officers.

Aim of the guidance

This guidance seeks to ensure local authorities and combined authorities are aware of the purpose of overview and scrutiny, what effective scrutiny looks like, how to conduct it effectively and the benefits it can bring.

As such, it includes a number of policies and practices authorities should adopt or should consider adopting when deciding how to carry out their overview and scrutiny functions.

The guidance recognises that authorities approach scrutiny in different ways and have different processes and procedures in place, and that what might work well for one authority might not work well in another.

The hypothetical scenarios contained in the annexes to this guidance have been included for illustrative purposes, and are intended to provoke thought and discussion rather than serve as a 'best' way to approach the relevant issues.

While the guidance sets out some of the key legal requirements, it does not seek to replicate legislation.

Status of the guidance

This is statutory guidance from the Ministry of Housing, Communities and Local Government. Local authorities and combined authorities must have regard to it when exercising their functions. The phrase 'must have regard', when used in this context, does not mean that the sections of statutory guidance have to be followed in every detail, but that they should be followed unless there is a good reason not to in a particular case.

Not every authority is required to appoint a scrutiny committee. This guidance applies to those authorities who have such a committee in place, whether they are required to or not.

This guidance has been issued under section 9Q of the Local Government Act 2000 and under paragraph 2(9) of Schedule 5A to the Local Democracy, Economic Development and Construction Act 2009, which requires authorities to have regard to this guidance. In addition, authorities may have regard to other material they might choose to consider, including that issued by the Centre for Public Scrutiny, when exercising their overview and scrutiny functions.

Terminology

Unless 'overview' is specifically mentioned, the term 'scrutiny' refers to both overview and scrutiny.¹

Where the term 'authority' is used, it refers to both local authorities and combined authorities.

Where the term 'scrutiny committee' is used, it refers to an overview and scrutiny committee and any of its sub-committees. As the legislation refers throughout to powers conferred on scrutiny committees, that is the wording used in this guidance. However, the guidance should be seen as applying equally to work undertaken in informal task and finish groups, commissioned by formal committees.

Where the term 'executive' is used, it refers to executive members.

For combined authorities, references to the 'executive' or 'cabinet' should be interpreted as relating to the mayor (where applicable) and all the authority members.

For authorities operating committee rather than executive arrangements, references to the executive or Cabinet should be interpreted as relating to councillors in leadership positions.

Expiry or review date

This guidance will be kept under review and updated as necessary.

¹ A distinction is often drawn between 'overview' which focuses on the development of policy, and 'scrutiny' which looks at decisions that have been made or are about to be made to ensure they are fit for purpose.

1. Introduction and Context

1. Overview and scrutiny committees were introduced in 2000 as part of new executive governance arrangements to ensure that members of an authority who were not part of the executive could hold the executive to account for the decisions and actions that affect their communities.
2. Overview and scrutiny committees have statutory powers² to scrutinise decisions the executive is planning to take, those it plans to implement, and those that have already been taken/implemented. Recommendations following scrutiny enable improvements to be made to policies and how they are implemented. Overview and scrutiny committees can also play a valuable role in developing policy.

Effective overview and scrutiny should:

- Provide constructive 'critical friend' challenge;
- Amplify the voices and concerns of the public;
- Be led by independent people who take responsibility for their role; and
- Drive improvement in public services.

3. The requirement for local authorities in England to establish overview and scrutiny committees is set out in sections 9F to 9FI of the Local Government Act 2000 as amended by the Localism Act 2011.
4. The Localism Act 2011 amended the Local Government Act 2000 to allow councils to revert to a non-executive form of governance - the 'committee system'. Councils who adopt the committee system are not required to have overview and scrutiny but may do so if they wish. The legislation has been strengthened and updated since 2000, most recently to reflect new governance arrangements with combined authorities. Requirements for combined authorities are set out in Schedule 5A to the Local Democracy, Economic Development and Construction Act 2009.
5. Current overview and scrutiny legislation recognises that authorities are democratically-elected bodies who are best-placed to determine which overview and scrutiny arrangements best suit their own individual needs, and so gives them a great degree of flexibility to decide which arrangements to adopt.
6. In producing this guidance, the Government fully recognises both authorities' democratic mandate and that the nature of local government has changed in recent years, with, for example, the creation of combined authorities, and councils increasingly delivering key services in partnership with other organisations or outsourcing them entirely.

² Section 9F of the Local Government Act 2000; paragraph 1 of Schedule 5A to the Local Democracy, Economic Development and Construction Act 2009.

2. Culture

7. The prevailing organisational culture, behaviours and attitudes of an authority will largely determine whether its scrutiny function succeeds or fails.
8. While everyone in an authority can play a role in creating an environment conducive to effective scrutiny, it is important that this is led and owned by members, given their role in setting and maintaining the culture of an authority.
9. Creating a strong organisational culture supports scrutiny work that can add real value by, for example, improving policy-making and the efficient delivery of public services. In contrast, low levels of support for and engagement with the scrutiny function often lead to poor quality and ill-focused work that serves to reinforce the perception that it is of little worth or relevance.
10. Members and senior officers should note that the performance of the scrutiny function is not just of interest to the authority itself. Its effectiveness, or lack thereof, is often considered by external bodies such as regulators and inspectors, and highlighted in public reports, including best value inspection reports. Failures in scrutiny can therefore help to create a negative public image of the work of an authority as a whole.

How to establish a strong organisational culture

11. Authorities can establish a strong organisational culture by:

- a) **Recognising scrutiny's legal and democratic legitimacy** – all members and officers should recognise and appreciate the importance and legitimacy the scrutiny function is afforded by the law. It was created to act as a check and balance on the executive and is a statutory requirement for all authorities operating executive arrangements and for combined authorities.

Councillors have a unique legitimacy derived from their being democratically elected. The insights that they can bring by having this close connection to local people are part of what gives scrutiny its value.

- b) **Identifying a clear role and focus** – authorities should take steps to ensure scrutiny has a clear role and focus within the organisation, i.e. a niche within which it can clearly demonstrate it adds value. Therefore, prioritisation is necessary to ensure the scrutiny function concentrates on delivering work that is of genuine value and relevance to the work of the wider authority – this is one of the most challenging parts of scrutiny, and a critical element to get right if it is to be recognised as a strategic function of the authority (see chapter 6).

Authorities should ensure a clear division of responsibilities between the scrutiny function and the audit function. While it is appropriate for scrutiny to pay due regard to the authority's financial position, this will need to happen in the context of the formal audit role. The authority's section 151 officer should advise scrutiny on how to manage this dynamic.

While scrutiny has no role in the investigation or oversight of the authority's whistleblowing arrangements, the findings of independent whistleblowing investigations might be of interest to scrutiny committees as they consider their wider implications. Members should always follow the authority's constitution and associated Monitoring Officer directions on the matter. Further guidance on whistleblowing can be found at:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/415175/bis-15-200-whistleblowing-guidance-for-employers-and-code-of-practice.pdf.

- c) **Ensuring early and regular engagement between the executive and scrutiny** – authorities should ensure early and regular discussion takes place between scrutiny and the executive, especially regarding the latter's future work programme. Authorities should, though, be mindful of their distinct roles:

In particular:

- The executive should not try to exercise control over the work of the scrutiny committee. This could be direct, e.g. by purporting to 'order' scrutiny to look at, or not look at, certain issues, or indirect, e.g. through the use of the whip or as a tool of political patronage, and the committee itself should remember its statutory purpose when carrying out its work. All members and officers should consider the role the scrutiny committee plays to be that of a 'critical friend' not a de facto 'opposition'. Scrutiny chairs have a particular role to play in establishing the profile and nature of their committee (see chapter 4); and
- The chair of the scrutiny committee should determine the nature and extent of an executive member's participation in a scrutiny committee meeting, and in any informal scrutiny task group meeting.

- d) **Managing disagreement** – effective scrutiny involves looking at issues that can be politically contentious. It is therefore inevitable that, at times, an executive will disagree with the findings or recommendations of a scrutiny committee.

It is the job of both the executive and scrutiny to work together to reduce the risk of this happening, and authorities should take steps to predict, identify and act on disagreement.

One way in which this can be done is via an 'executive-scrutiny protocol' (see annex 1) which can help define the relationship between the two and mitigate any differences of opinion before they manifest themselves in unhelpful and unproductive ways. The benefit of this approach is that it provides a framework for disagreement and debate, and a way to manage it when it happens. Often,

the value of such a protocol lies in the dialogue that underpins its preparation. It is important that these protocols are reviewed on a regular basis.

Scrutiny committees do have the power to 'call in' decisions, i.e. ask the executive to reconsider them before they are implemented, but should not view it as a substitute for early involvement in the decision-making process or as a party-political tool.

- e) **Providing the necessary support** – while the level of resource allocated to scrutiny is for each authority to decide for itself, when determining resources an authority should consider the purpose of scrutiny as set out in legislation and the specific role and remit of the authority's own scrutiny committee(s), and the scrutiny function as a whole.

Support should also be given by members and senior officers to scrutiny committees and their support staff to access information held by the authority and facilitate discussions with representatives of external bodies (see chapter 5).

- f) **Ensuring impartial advice from officers** – authorities, particularly senior officers, should ensure all officers are free to provide impartial advice to scrutiny committees. This is fundamental to effective scrutiny. Of particular importance is the role played by 'statutory officers' – the monitoring officer, the section 151 officer and the head of paid service, and where relevant the statutory scrutiny officer. These individuals have a particular role in ensuring that timely, relevant and high-quality advice is provided to scrutiny.
- g) **Communicating scrutiny's role and purpose to the wider authority** – the scrutiny function can often lack support and recognition within an authority because there is a lack of awareness among both members and officers about the specific role it plays, which individuals are involved and its relevance to the authority's wider work. Authorities should, therefore, take steps to ensure all members and officers are made aware of the role the scrutiny committee plays in the organisation, its value and the outcomes it can deliver, the powers it has, its membership and, if appropriate, the identity of those providing officer support.
- h) **Maintaining the interest of full Council in the work of the scrutiny committee** – part of communicating scrutiny's role and purpose to the wider authority should happen through the formal, public role of full Council – particularly given that scrutiny will undertake valuable work to highlight challenging issues that an authority will be facing and subjects that will be a focus of full Council's work. Authorities should therefore take steps to ensure full Council is informed of the work the scrutiny committee is doing.

One way in which this can be done is by reports and recommendations being submitted to full Council rather than solely to the executive. Scrutiny should decide when it would be appropriate to submit reports for wider debate in this way, taking into account the relevance of reports to full Council business, as well as full Council's capacity to consider and respond in a timely manner. Such

reports would supplement the annual report to full Council on scrutiny's activities and raise awareness of ongoing work.

In order to maintain awareness of scrutiny at the Combined Authority and provoke dialogue and discussion of its impact, the business of scrutiny should be reported to the Combined Authority board or to the chairs of the relevant scrutiny committees of constituent and non-constituent authorities, or both. At those chairs' discretion, particular Combined Authority scrutiny outcomes, and what they might mean for each individual area, could be either discussed by scrutiny in committee or referred to full Council of the constituent authorities.

- i) **Communicating scrutiny's role to the public** – authorities should ensure scrutiny has a profile in the wider community. Consideration should be given to how and when to engage the authority's communications officers, and any other relevant channels, to understand how to get that message across. This will usually require engagement early on in the work programming process (see chapter 6).
- j) **Ensuring scrutiny members are supported in having an independent mindset** – formal committee meetings provide a vital opportunity for scrutiny members to question the executive and officers.

Inevitably, some committee members will come from the same political party as a member they are scrutinising and might well have a long-standing personal, or familial, relationship with them (see paragraph 25).

Scrutiny members should bear in mind, however, that adopting an independent mind-set is fundamental to carrying out their work effectively. In practice, this is likely to require scrutiny chairs working proactively to identify any potentially contentious issues and plan how to manage them.

Directly-elected mayoral systems

12. A strong organisational culture that supports scrutiny work is particularly important in authorities with a directly-elected mayor to ensure there are the checks and balances to maintain a robust democratic system. Mayoral systems offer the opportunity for greater public accountability and stronger governance, but there have also been incidents that highlight the importance of creating and maintaining a culture that puts scrutiny at the heart of its operations.
13. Authorities with a directly-elected mayor should ensure that scrutiny committees are well-resourced, are able to recruit high-calibre members and that their scrutiny functions pay particular attention to issues surrounding:
 - rights of access to documents by the press, public and councillors;
 - transparent and fully recorded decision-making processes, especially avoiding decisions by 'unofficial' committees or working groups;
 - delegated decisions by the Mayor;
 - whistleblowing protections for both staff and councillors; and
 - powers of Full Council, where applicable, to question and review.

14. Authorities with a directly-elected mayor should note that mayors are required by law to attend overview and scrutiny committee sessions when asked to do so (see paragraph 44).

3. Resourcing

15. The resource an authority allocates to the scrutiny function plays a pivotal role in determining how successful that function is and therefore the value it can add to the work of the authority.
16. Ultimately it is up to each authority to decide on the resource it provides, but every authority should recognise that creating and sustaining an effective scrutiny function requires them to allocate resources to it.
17. Authorities should also recognise that support for scrutiny committees, task groups and other activities is not solely about budgets and provision of officer time, although these are clearly extremely important elements. Effective support is also about the ways in which the wider authority engages with those who carry out the scrutiny function (both members and officers).

When deciding on the level of resource to allocate to the scrutiny function, the factors an authority should consider include:

- Scrutiny's legal powers and responsibilities;
- The particular role and remit scrutiny will play in the authority;
- The training requirements of scrutiny members and support officers, particularly the support needed to ask effective questions of the executive and other key partners, and make effective recommendations;
- The need for ad hoc external support where expertise does not exist in the council;
- Effectively-resourced scrutiny has been shown to add value to the work of authorities, improving their ability to meet the needs of local people; and
- Effectively-resourced scrutiny can help policy formulation and so minimise the need for call-in of executive decisions.

Statutory scrutiny officers

18. Combined authorities, upper and single tier authorities are required to designate a statutory scrutiny officer,³ someone whose role is to:
 - promote the role of the authority's scrutiny committee;
 - provide support to the scrutiny committee and its members; and
 - provide support and guidance to members and officers relating to the functions of the scrutiny committee.

³ Section 9FB of the Local Government Act 2000; article 9 of the Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017

19. Authorities not required by law to appoint such an officer should consider whether doing so would be appropriate for their specific local needs.

Officer resource models

20. Authorities are free to decide for themselves which wider officer support model best suits their individual circumstances, though generally they adopt one or a mix of the following:

- Committee – officers are drawn from specific policy or service areas;
- Integrated – officers are drawn from the corporate centre and also service the executive; and
- Specialist – officers are dedicated to scrutiny.

21. Each model has its merits – the committee model provides service-specific expertise; the integrated model facilitates closer and earlier scrutiny involvement in policy formation and alignment of corporate work programmes; and the specialist model is structurally independent from those areas it scrutinises.

22. Authorities should ensure that, whatever model they employ, officers tasked with providing scrutiny support are able to provide impartial advice. This might require consideration of the need to build safeguards into the way that support is provided. The nature of these safeguards will differ according to the specific role scrutiny plays in the organisation.

4. Selecting Committee Members

23. Selecting the right members to serve on scrutiny committees is essential if those committees are to function effectively. Where a committee is made up of members who have the necessary skills and commitment, it is far more likely to be taken seriously by the wider authority.
24. While there are proportionality requirements that must be met,⁴ the selection of the chair and other committee members is for each authority to decide for itself. Guidance for combined authorities on this issue has been produced by the Centre for Public Scrutiny⁵.

Members invariably have different skill-sets. What an authority must consider when forming a committee is that, as a group, it possesses the requisite expertise, commitment and ability to act impartially to fulfil its functions.

25. Authorities are reminded that members of the executive cannot be members of a scrutiny committee.⁶ Authorities should take care to ensure that, as a minimum, members holding less formal executive positions, e.g. as Cabinet assistants, do not sit on scrutinising committees looking at portfolios to which those roles relate. Authorities should articulate in their constitutions how conflicts of interest, including familial links (see also paragraph 31), between executive and scrutiny responsibilities should be managed, including where members stand down from the executive and move to a scrutiny role, and vice-versa.
26. Members or substitute members of a combined authority must not be members of its overview and scrutiny committee.⁷ This includes the Mayor in Mayoral Combined Authorities. It is advised that Deputy Mayors for Policing and Crime are also not members of the combined authority's overview and scrutiny committee.

Selecting individual committee members

27. When selecting individual members to serve on scrutiny committees, an authority should consider a member's experience, expertise, interests, ability to act impartially, ability to work as part of a group, and capacity to serve.

⁴ See, for example, regulation 11 of the Local Authorities (Committee System) (England) Regulations 2012 (S.I. 2012/1020) and article 4 of the Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017 (S.I. 2017/68).

⁵ See pages 15-18 of 'Overview and scrutiny in combined authorities: a plain English guide': <https://www.cfps.org.uk/wp-content/uploads/Overview-and-scrutiny-in-combined-authorities-a-plain-english-guide.pdf>

⁶ Section 9FA(3) of the Local Government Act 2000.

⁷ 2(3) of Schedule 5A to the Local Democracy, Economic Development and Construction Act 2009

28. Authorities should not take into account a member's perceived level of support for or opposition to a particular political party (notwithstanding the wider legal requirement for proportionality referred to in paragraph 24).

Selecting a chair

29. The Chair plays a leadership role on a scrutiny committee as they are largely responsible for establishing its profile, influence and ways of working.

30. The attributes authorities should and should not take into account when selecting individual committee members (see paragraphs 27 and 28) also apply to the selection of the Chair, but the Chair should also possess the ability to lead and build a sense of teamwork and consensus among committee members.

Chairs should pay special attention to the need to guard the committee's independence. Importantly, however, they should take care to avoid the committee being, and being viewed as, a de facto opposition to the executive.

31. Given their pre-eminent role on the scrutiny committee, it is strongly recommended that the Chair not preside over scrutiny of their relatives⁸. Combined authorities should note the legal requirements that apply to them where the Chair is an independent person⁹.

32. The method for selecting a Chair is for each authority to decide for itself, however every authority should consider taking a vote by secret ballot. Combined Authorities should be aware of the legal requirements regarding the party affiliation of their scrutiny committee Chair¹⁰.

Training for committee members

33. Authorities should ensure committee members are offered induction when they take up their role and ongoing training so they can carry out their responsibilities effectively. Authorities should pay attention to the need to ensure committee members are aware of their legal powers, and how to prepare for and ask relevant questions at scrutiny sessions.

34. When deciding on training requirements for committee members, authorities should consider taking advantage of opportunities offered by external providers in the sector.

Co-option and technical advice

35. While members and their support officers will often have significant local insight and an understanding of local people and their needs, the provision of outside expertise can be invaluable.

⁸ A definition of 'relative' can be found at section 28(10) of the Localism Act 2011.

⁹ See article 5(2) of the Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017 (S.I. 2017/68).

¹⁰ Article 5(6) of the Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017.

36. There are two principal ways to procure this:

- Co-option – formal co-option is provided for in legislation¹¹. Authorities must establish a co-option scheme to determine how individuals will be co-opted onto committees; and
- Technical advisers – depending on the subject matter, independent local experts might exist who can provide advice and assistance in evaluating evidence (see annex 2).

¹¹ Section 9FA(4) Local Government Act 2000

5. Power to Access Information

37. A scrutiny committee needs access to relevant information the authority holds, and to receive it in good time, if it is to do its job effectively.
38. This need is recognised in law, with members of scrutiny committees enjoying powers to access information¹². In particular, regulations give enhanced powers to a scrutiny member to access exempt or confidential information. This is in addition to existing rights for councillors to have access to information to perform their duties, including common law rights to request information and rights to request information under the Freedom of Information Act 2000 and the Environmental Information Regulations 2004.
39. When considering what information scrutiny needs in order to carry out its work, scrutiny members and the executive should consider scrutiny's role and the legal rights that committees and their individual members have, as well as their need to receive timely and accurate information to carry out their duties effectively.
40. Scrutiny members should have access to a regularly available source of key information about the management of the authority – particularly on performance, management and risk. Where this information exists, and scrutiny members are given support to understand it, the potential for what officers might consider unfocused and unproductive requests is reduced as members will be able to frame their requests from a more informed position.
41. Officers should speak to scrutiny members to ensure they understand the reasons why information is needed, thereby making the authority better able to provide information that is relevant and timely, as well as ensuring that the authority complies with legal requirements.

While each request for information should be judged on its individual merits, authorities should adopt a default position of sharing the information they hold, on request, with scrutiny committee members.

42. The law recognises that there might be instances where it is legitimate for an authority to withhold information and places a requirement on the executive to provide the scrutiny committee with a written statement setting out its reasons for that decision¹³. However, members of the executive and senior officers should take particular care to avoid refusing requests, or limiting the information they provide, for reasons of party political or reputational expediency.

¹² Regulation 17 - Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012; article 10 Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017.

¹³ Regulation 17(4) – Local Government (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012; article 10(4) Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017.

Before an authority takes a decision not to share information it holds, it should give serious consideration to whether that information could be shared in closed session.

43. Regulations already stipulate a timeframe for executives to comply with requests from a scrutiny member¹⁴. When agreeing to such requests, authorities should:

- consider whether seeking clarification from the information requester could help better target the request; and
- Ensure the information is supplied in a format appropriate to the recipient's needs.

44. Committees should be aware of their legal power to require members of the executive and officers to attend before them to answer questions¹⁵. It is the duty of members and officers to comply with such requests.¹⁶

Seeking information from external organisations

45. Scrutiny members should also consider the need to supplement any authority-held information they receive with information and intelligence that might be available from other sources, and should note in particular their statutory powers to access information from certain external organisations.

46. When asking an external organisation to provide documentation or appear before it, and where that organisation is not legally obliged to do either (see annex 3), scrutiny committees should consider the following:

- a) **The need to explain the purpose of scrutiny** – the organisation being approached might have little or no awareness of the committee's work, or of an authority's scrutiny function more generally, and so might be reluctant to comply with any request;
- b) **The benefits of an informal approach** – individuals from external organisations can have fixed perceptions of what an evidence session entails and may be unwilling to subject themselves to detailed public scrutiny if they believe it could reflect badly on them or their employer. Making an informal approach can help reassure an organisation of the aims of the committee, the type of information being sought and the manner in which the evidence session would be conducted;

¹⁴ Regulation 17(2) – Local Government (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012; article 10(2) Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017.

¹⁵ Section 9FA(8) of the Local Government Act 2000; paragraph 2(6) of Schedule 5A to the Local Democracy, Economic Development and Construction Act 2009.

¹⁶ Section 9FA(9) of the Local Government Act 2000; paragraph 2(7) of Schedule 5A to the Local Democracy, Economic Development and Construction Act 2009.

- c) **How to encourage compliance with the request** – scrutiny committees will want to frame their approach on a case by case basis. For contentious issues, committees might want to emphasise the opportunity their request gives the organisation to ‘set the record straight’ in a public setting; and
- d) **Who to approach** – a committee might instinctively want to ask the Chief Executive or Managing Director of an organisation to appear at an evidence session, however it could be more beneficial to engage front-line staff when seeking operational-level detail rather than senior executives who might only be able to talk in more general terms. When making a request to a specific individual, the committee should consider the type of information it is seeking, the nature of the organisation in question and the authority’s pre-existing relationship with it.

Following ‘the Council Pound’

Scrutiny committees will often have a keen interest in ‘following the council pound’, i.e. scrutinising organisations that receive public funding to deliver goods and services.

Authorities should recognise the legitimacy of this interest and, where relevant, consider the need to provide assistance to scrutiny members and their support staff to obtain information from organisations the council has contracted to deliver services. In particular, when agreeing contracts with these bodies, authorities should consider whether it would be appropriate to include a *requirement* for them to supply information to or appear before scrutiny committees.

6. Planning Work

47. Effective scrutiny should have a defined impact on the ground, with the committee making recommendations that will make a tangible difference to the work of the authority. To have this kind of impact, scrutiny committees need to plan their work programme, i.e. draw up a long-term agenda and consider making it flexible enough to accommodate any urgent, short-term issues that might arise during the year.
48. Authorities with multiple scrutiny committees sometimes have a separate work programme for each committee. Where this happens, consideration should be given to how to co-ordinate the various committees' work to make best use of the total resources available.

Being clear about scrutiny's role

49. Scrutiny works best when it has a clear role and function. This provides focus and direction. While scrutiny has the power to look at anything which affects 'the area, or the area's inhabitants', authorities will often find it difficult to support a scrutiny function that carries out generalised oversight across the wide range of issues experienced by local people, particularly in the context of partnership working. Prioritisation is necessary, which means that there might be things that, despite being important, scrutiny will not be able to look at.
50. Different overall roles could include having a focus on risk, the authority's finances, or on the way the authority works with its partners.
51. Applying this focus does not mean that certain subjects are 'off limits'. It is more about looking at topics and deciding whether their relative importance justifies the positive impact scrutiny's further involvement could bring.
52. When thinking about scrutiny's focus, members should be supported by key senior officers. The statutory scrutiny officer, if an authority has one, will need to take a leading role in supporting members to clarify the role and function of scrutiny, and championing that role once agreed.

Who to speak to

53. Evidence will need to be gathered to inform the work programming process. This will ensure that it looks at the right topics, in the right way and at the right time. Gathering evidence requires conversations with:
 - *The public* – it is likely that formal 'consultation' with the public on the scrutiny work programme will be ineffective. Asking individual scrutiny members to have conversations with individuals and groups in their own local areas can work better. Insights gained from the public through individual pieces of scrutiny work can be fed back into the work programming process. Listening to and participating in conversations in places where local people come together, including in online forums, can help authorities engage people on their own terms and yield more positive results.

Authorities should consider how their communications officers can help scrutiny engage with the public, and how wider internal expertise and local knowledge from both members and officers might make a contribution.

- *The authority's partners* – relationships with other partners should not be limited to evidence-gathering to support individual reviews or agenda items. A range of partners are likely to have insights that will prove useful:
 - Public sector partners (like the NHS and community safety partners, over which scrutiny has specific legal powers);
 - Voluntary sector partners;
 - Contractors and commissioning partners (including partners in joint ventures and authority-owned companies);
 - In parished areas, town, community and parish councils;
 - Neighbouring principal councils (both in two-tier and unitary areas);
 - Cross-authority bodies and organisations, such as Local Enterprise Partnerships¹⁷; and
 - Others with a stake and interest in the local area – large local employers, for example.

- *The executive* – a principal partner in discussions on the work programme should be the executive (and senior officers). The executive should not direct scrutiny's work (see chapter 2), but conversations will help scrutiny members better understand how their work can be designed to align with the best opportunities to influence the authority's wider work.

Information sources

54. Scrutiny will need access to relevant information to inform its work programme. The type of information will depend on the specific role and function scrutiny plays within the authority, but might include:

- Performance information from across the authority and its partners;
- Finance and risk information from across the authority and its partners;
- Corporate complaints information, and aggregated information from political groups about the subject matter of members' surgeries;
- Business cases and options appraisals (and other planning information) for forthcoming major decisions. This information will be of particular use for pre-decision scrutiny; and
- Reports and recommendations issued by relevant ombudsmen, especially the Local Government and Social Care Ombudsman.

¹⁷ Authorities should ensure they have appropriate arrangements in place to ensure the effective democratic scrutiny of Local Enterprise Partnerships' investment decisions.

As committees can meet in closed session, commercial confidentiality should not preclude the sharing of information. Authorities should note, however, that the default for meetings should be that they are held in public (see 2014 guidance on '*Open and accountable local government*':

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/343182/140812_Openness_Guide.pdf).

55. Scrutiny members should consider keeping this information under regular review. It is likely to be easier to do this outside committee, rather than bringing such information to committee 'to note', or to provide an update, as a matter of course.

Shortlisting topics

Approaches to shortlisting topics should reflect scrutiny's overall role in the authority. This will require the development of bespoke, local solutions, however when considering whether an item should be included in the work programme, the kind of questions a scrutiny committee should consider might include:

- Do we understand the benefits scrutiny would bring to this issue?
- How could we best carry out work on this subject?
- What would be the best outcome of this work?
- How would this work engage with the activity of the executive and other decision-makers, including partners?

56. Some authorities use scoring systems to evaluate and rank work programme proposals. If these are used to provoke discussion and debate, based on evidence, about what priorities should be, they can be a useful tool. Others take a looser approach. Whichever method is adopted, a committee should be able to justify how and why a decision has been taken to include certain issues and not others.

57. Scrutiny members should accept that shortlisting can be difficult; scrutiny committees have finite resources and deciding how these are best allocated is tough. They should understand that, if work programming is robust and effective, there might well be issues that they want to look at that nonetheless are not selected.

Carrying out work

58. Selected topics can be scrutinised in several ways, including:

- a) **As a single item on a committee agenda** – this often presents a limited opportunity for effective scrutiny, but may be appropriate for some issues or where the committee wants to maintain a formal watching brief over a given issue;
- b) **At a single meeting** – which could be a committee meeting or something less formal. This can provide an opportunity to have a single public meeting about a

given subject, or to have a meeting at which evidence is taken from a number of witnesses;

- c) **At a task and finish review of two or three meetings** – short, sharp scrutiny reviews are likely to be most effective even for complex topics. Properly focused, they ensure members can swiftly reach conclusions and make recommendations, perhaps over the course of a couple of months or less;
- d) **Via a longer-term task and finish review** – the ‘traditional’ task and finish model – with perhaps six or seven meetings spread over a number of months – is still appropriate when scrutiny needs to dig into a complex topic in significant detail. However, the resource implications of such work, and its length, can make it unattractive for all but the most complex matters; and
- e) **By establishing a ‘standing panel’** – this falls short of establishing a whole new committee but may reflect a necessity to keep a watching brief over a critical local issue, especially where members feel they need to convene regularly to carry out that oversight. Again, the resource implications of this approach means that it will be rarely used.

7. Evidence Sessions

59. Evidence sessions are a key way in which scrutiny committees inform their work. They might happen at formal committee, in less formal 'task and finish' groups or at standalone sessions.

Good preparation is a vital part of conducting effective evidence sessions. Members should have a clear idea of what the committee hopes to get out of each session and appreciate that success will depend on their ability to work together on the day.

How to plan

60. Effective planning does not necessarily involve a large number of pre-meetings, the development of complex scopes or the drafting of questioning plans. It is more often about setting overall objectives and then considering what type of questions (and the way in which they are asked) can best elicit the information the committee is seeking. This applies as much to individual agenda items as it does for longer evidence sessions – there should always be consideration in advance of what scrutiny is trying to get out of a particular evidence session.

Chairs play a vital role in leading discussions on objective-setting and ensuring all members are aware of the specific role each will play during the evidence session.

61. As far as possible there should be consensus among scrutiny members about the objective of an evidence session before it starts. It is important to recognise that members have different perspectives on certain issues, and so might not share the objectives for a session that are ultimately adopted. Where this happens, the Chair will need to be aware of this divergence of views and bear it in mind when planning the evidence session.
62. Effective planning should mean that at the end of a session it is relatively straightforward for the chair to draw together themes and highlight the key findings. It is unlikely that the committee will be able to develop and agree recommendations immediately, but, unless the session is part of a wider inquiry, enough evidence should have been gathered to allow the chair to set a clear direction.
63. After an evidence session, the committee might wish to hold a short 'wash-up' meeting to review whether their objectives were met and lessons could be learned for future sessions.

Developing recommendations

64. The development and agreement of recommendations is often an iterative process. It will usually be appropriate for this to be done only by members, assisted by co-optees where relevant. When deciding on recommendations, however, members should have due regard to advice received from officers, particularly the Monitoring Officer.

65. The drafting of reports is usually, but not always, carried out by officers, directed by members.

66. Authorities draft reports and recommendations in a number of ways, but there are normally three stages:

- i. the development of a 'heads of report' – a document setting out general findings that members can then discuss as they consider the overall structure and focus of the report and its recommendations;
- ii. the development of those findings, which will set out some areas on which recommendations might be made; and
- iii. the drafting of the full report.

67. Recommendations should be evidence-based and SMART, i.e. specific, measurable, achievable, relevant and timed. Where appropriate, committees may wish to consider sharing them in draft with interested parties.

68. Committees should bear in mind that often six to eight recommendations are sufficient to enable the authority to focus its response, although there may be specific circumstances in which more might be appropriate.

Sharing draft recommendations with executive members should not provide an opportunity for them to revise or block recommendations before they are made. It should, however, provide an opportunity for errors to be identified and corrected, and for a more general sense-check.

Annex 1: Illustrative Scenario – Creating an Executive-Scrutiny Protocol

An executive-scrutiny protocol can deal with the practical expectations of scrutiny committee members and the executive, as well as the cultural dynamics.

Workshops with scrutiny members, senior officers and Cabinet can be helpful to inform the drafting of a protocol. An external facilitator can help bring an independent perspective.

Councils should consider how to adopt a protocol, e.g. formal agreement at scrutiny committee and Cabinet, then formal integration into the Council's constitution at the next Annual General Meeting.

The protocol, as agreed, may contain sections on:

- The way scrutiny will go about developing its work programme (including the ways in which senior officers and Cabinet members will be kept informed);
- The way in which senior officers and Cabinet will keep scrutiny informed of the outlines of major decisions as they are developed, to allow for discussion of scrutiny's potential involvement in policy development. This involves the building in of safeguards to mitigate risks around the sharing of sensitive information with scrutiny members;
- A strengthening and expansion of existing parts of the code of conduct that relate to behaviour in formal meetings, and in informal meetings;
- Specification of the nature and form of responses that scrutiny can expect when it makes recommendations to the executive, when it makes requests to the executive for information, and when it makes requests that Cabinet members or senior officers attend meetings; and
- Confirmation of the role of the statutory scrutiny officer, and Monitoring Officer, in overseeing compliance with the protocol, and ensuring that it is used to support the wider aim of supporting and promoting a culture of scrutiny, with matters relating to the protocol's success being reported to full Council through the scrutiny Annual Report.

Annex 2: Illustrative Scenario – Engaging Independent Technical Advisers

This example demonstrates how one Council's executive and scrutiny committee worked together to scope a role and then appoint an independent adviser on transforming social care commissioning. Their considerations and process may be helpful and applicable in other similar scenarios.

Major care contracts were coming to an end and the Council took the opportunity to review whether to continue with its existing strategic commissioning framework, or take a different approach – potentially insourcing certain elements.

The relevant Director was concerned about the Council's reliance on a very small number of large providers. The Director therefore approached the Scrutiny and Governance Manager to talk through the potential role scrutiny could play as the Council considered these changes.

The Scrutiny Chair wanted to look at this issue in some depth, but recognised its complexity could make it difficult for her committee to engage – she was concerned it would not be able to do the issue justice. The Director offered support from his own officer team, but the Chair considered this approach to be beset by risks around the independence of the process.

She talked to the Director about securing independent advice. He was worried that an independent adviser could come with preconceived ideas and would not understand the Council's context and objectives. The Scrutiny Chair was concerned that independent advice could end up leading to scrutiny members being passive, relying on an adviser to do their thinking for them. They agreed that some form of independent assistance would be valuable, but that how it was provided and managed should be carefully thought out.

With the assistance of the Governance and Scrutiny Manager, the Scrutiny Chair approached local universities and Further Education institutions to identify an appropriate individual. The approach was clear – it set out the precise role expected of the adviser, and explained the scrutiny process itself. Because members wanted to focus on the risks of market failure, and felt more confident on substantive social care matters, the approach was directed at those with a specialism in economics and business administration. The Council's search was proactive – the assistance of the service department was drawn on to make direct approaches to particular individuals who could carry out this role.

It was agreed to make a small budget available to act as a 'per diem' to support an adviser; academics were approached in the first instance as the Council felt able to make a case that an educational institution would provide this support for free as part of its commitment to Corporate Social Responsibility.

Three individuals were identified from the Council's proactive search. The Chair and Vice-Chair of the committee had an informal discussion with each – not so much to establish their skills and expertise (which had already been assessed) but to give a sense about

their 'fit' with scrutiny's objectives and their political nous in understanding the environment in which they would operate, and to satisfy themselves that they will apply themselves even-handedly to the task. The Director sat in on this process but played no part in who was ultimately selected.

The independent advice provided by the selected individual gave the Scrutiny Committee a more comprehensive understanding of the issue and meant it was able to offer informed advice on the merits of putting in place a new strategic commissioning framework.

Annex 3: Illustrative Scenario – Approaching an External Organisation to Appear before a Committee

This example shows how one council ensured a productive scrutiny meeting, involving a private company and the public. Lessons may be drawn and apply to other similar scenarios.

Concerns had been expressed by user groups, and the public at large, about the reliability of the local bus service. The Scrutiny Chair wanted to question the bus company in a public evidence session but knew that she had no power to compel it to attend. Previous attempts to engage it had been unsuccessful; the company was not hostile, but said it had its own ways of engaging the public.

The Monitoring Officer approached the company's regional PR manager, but he expressed concern that the session would end in a 'bunfight'. He also explained the company had put their improvement plan in the public domain, and felt a big council meeting would exacerbate tensions.

Other councillors had strong views about the company – one thought the committee should tell the company it would be empty-chaired if it refused to attend. The Scrutiny Chair was sympathetic to this, but thought such an approach would not lead to any improvements.

The Scrutiny Chair was keen to make progress, but it was difficult to find the right person to speak to at the company, so she asked council officers and local transport advocacy groups for advice. Speaking to those people also gave her a better sense of what scrutiny's role might be.

When she finally spoke to the company's network manager, she explained the situation and suggested they work together to consider how the meeting could be productive for the Council, the company and local people. In particular, this provided her with an opportunity to explain scrutiny and its role. The network manager remained sceptical but was reassured that they could work together to ensure that the meeting would not be an 'ambush'. He agreed in principle to attend and also provide information to support the Committee's work beforehand.

Discussions continued in the four weeks leading up to the Committee meeting. The Scrutiny Chair was conscious that while she had to work with the company to ensure that the meeting was constructive – and secure their attendance – it could not be a whitewash, and other members and the public would demand a hard edge to the discussions.

The scrutiny committee agreed that the meeting would provide a space for the company to provide context to the problems local people are experiencing, but that this would be preceded by a space on the agenda for the Chair, Vice-chair, and representatives from two local transport advocacy groups to set out their concerns. The company were sent in

advance a summary of the general areas on which members were likely to ask questions, to ensure that those questions could be addressed at the meeting.

Finally, provision was made for public questions and debate. Those attending the meeting were invited to discuss with each other the principal issues they wanted the meeting to cover. A short, facilitated discussion in the room led by the Chair highlighted the key issues, and the Chair then put those points to the company representatives.

At the end of the meeting, the public asked questions of the bus company representative in a 20-minute plenary item.

The meeting was fractious, but the planning carried out to prepare for this – by channelling issues through discussion and using the Chair to mediate the questioning – made things easier. Some attendees were initially frustrated by this structure, but the company representative was more open and less defensive than might otherwise have been the case.

The meeting also motivated the company to revise its communications plan to become more responsive to this kind of challenge, part of which involved a commitment to feed back to the scrutiny committee on the recommendations it made on the night.

The good scrutiny guide

governance responsibility **democracy**
accountability transparency
policymakers governance **involvement**

The good scrutiny guide

overview guidance resource **agreement**
structure authority commitment **maximum**
stakeholders solution experience

INTRODUCTION

This guide is intended to provide advice to councils, councillors and officers on the operation of overview and scrutiny; we also hope and expect that it will be of use to other stakeholders, including the public. It is written to complement the Government’s statutory scrutiny guidance (published May 2019). Councils are obliged to “have regard to” this statutory guidance (the meaning of this phrase being provided on page 5 of the guidance itself). This guide, produced by CfPS, has no such formal status.

This guide updates and replaces a previous set of Practice Guides published by CfPS in 2014, and CfPS’s original Good Scrutiny Guide from 2006 (published alongside the previous set of Government guidance on scrutiny from the same year).

The statutory guidance, and this guidance, reflects the “four principles” of good scrutiny developed by CfPS in 2003 and which remain vital and relevant today. These are that effective overview and scrutiny should:

- Provide constructive “critical friend” challenge;
- Amplify the voices and concerns of the public;
- Be led by independent people who take responsibility for their role;
- Drive improvement in public services.

CfPS thinks that there are three further components of good scrutiny and good governance which support and reinforce these principles. These components are necessary in order for democracy at a local level to be participative; they are necessary for good scrutiny to thrive. These are:

- Accountability – an environment where responsibility for services and decisions is clear and where those holding responsibility can and are answerable for success and failure;
- Transparency – the publication, proactively, of information relating to services and decisions to allow local people, and others, to hold policymakers and decision-makers to account;
- Involvement – rules, principles and processes whereby a wide range of stakeholders (including elected representatives) can play active roles in holding to account, and influencing and directing the development of policy.

These principles and components rely on the presence of a strong and supportive political and organisational culture; one in which forensic and robust scrutiny can develop and thrive.

Applicability of this guide

This guide applies in England only. Its primary focus is the operation of overview and scrutiny under executive arrangements in local authorities. Scrutiny in combined authorities is covered in the guidance and is also covered in this guide, although significantly more advice can be found in the CfPS publication, “Overview and scrutiny in combined authorities: a plain English guide” (2017).

Scrutiny in committee system authorities operates on a discretionary basis. Readers will note that the guidance, and this guide’s, frequent reference to council executives means that there are elements of both that are less relevant to committee system authorities, although the general principles around, in particular, organisational culture and the overall role of scrutiny are just as valid.

Sources of information

A full list of resources can be found in an appendix. Principal documents to read alongside this guide are:

- “Statutory guidance for overview and scrutiny in local and combined authorities” (MHCLG, 2019)
- “Overview and scrutiny in combined authorities: a plain English guide” (CfPS, 2017)
- “Pulling it all together: a guide to legislation covering scrutiny and governance in English local government” (CfPS, 2018)

The Centre for Public Scrutiny provides a free helpdesk resource for councils and councillors wishing to better understand and explore how to carry out scrutiny. We can provide advice on matters relating to the rules and procedures under which scrutiny operates, on notable practice and suggested ways to transact work, and can signpost to other organisations and resources.

CfPS cannot provide legal advice. While we can offer our view on matters which intersect with individual councils’ constitutions and governance frameworks, on such matters the advice of the council’s Monitoring Officer should be considered as final.

Other organisations also exist to provide advice to scrutiny and democratic services professionals. Lawyers in Local Government (LLG) and the Association of Democratic Services Officers (ADSO) are particular sources of professional support.

The Local Government Association’s political group offices can provide advice and support to councillors as they carry out their work. CfPS works closely with national group offices to ensure that issues and concerns about scrutiny as they are experienced by members are understood and fed into our work.

Acknowledgements

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1 An overview of scrutiny

Effective scrutiny depends on two things –

- a recognition of the cultural requirements for scrutiny to succeed
- the extent to which a strong cultural commitment is owned by the council's leadership)

1.1 The importance of culture

The prevailing organisational culture, behaviours and attitudes of an authority will largely determine whether its scrutiny function succeeds or fails.

While everyone in an authority can play a role in creating an environment conducive to effective scrutiny, it is important that this is led and owned by members, given their role in setting and maintaining the culture of an authority.

Creating a strong organisational culture supports scrutiny work that can add real value by, for example, improving policy-making and the efficient delivery of public services. In contrast, low levels of support for and engagement with the scrutiny function often lead to poor quality and ill-focused work that serves to reinforce the perception that it is of little worth or relevance.

Statutory guidance on overview and scrutiny in local and combined authorities, paragraphs 7-9, p8

- 1.1.0.1 Taking the steps necessary to make scrutiny effective is the responsibility of the whole council and the business of all of scrutiny's stakeholders.
- 1.1.0.2 Scrutiny requires commitment in the form of action from local leaders. This involves a willingness to work with scrutiny as an equal partner – to engage early, to provide it with all relevant information and to take its recommendations seriously.
- 1.1.0.3 The executive has a duty to ensure that the way that it and its members act does not undermine and denigrate scrutiny; responsibility for a failing or ineffective scrutiny function very often rests as much if not more with the executive as it does with scrutiny members and their support officers.
- 1.1.0.4 This shared responsibility for ensuring that scrutiny works as well as it can means that a good scrutiny/executive relationships is one of the most critical criteria for success.
- 1.1.0.5 Where scrutiny is marginalised and dismissed by a council's leadership, it will be ineffective – creating a vicious cycle that those leaders will see as justification for their opinions. If those opinions do become widespread, that should be a clue to take urgent action. Scrutiny can and should be seen as a critical part of the governance and improvement landscape for local government. A failure to take advantage of the tools that it offers makes councils less resilient, less responsive to change and less able to manage their challenges – financial and otherwise.
- 1.1.0.6 Councils should be aware of the risk of a lack of organisational commitment presenting itself in “warm words” for scrutiny. In this more insidious situation, leaders say the right things about scrutiny but fail to follow up with action. This is more difficult to identify and hence, to resolve.
- 1.1.0.7 Different cultures can exist in the same authority – it is unlikely that there will be a uniform attitude and approach to scrutiny across the whole council. Relationships with a wider range

of stakeholders (see section 2) will reflect this asymmetry too. For scrutiny practitioners, there may be a job of work in identifying who its key partners are, where their motivations lie, and how closer working can be approached – just as there is a duty for those partners (particularly within the council) to step up to their own roles.

1.1.0.8 A positive working culture involves in particular an understanding of local politics. Scrutiny councillors are politicians and should be using their political insights, and the insights gathered through ward work and doorknocking, to influence and guide their work. However, party politics – expressed through scrutiny as an arbitrary opposition or promotion of a particular party line, and a lack of interest in discussion or consensus on that issue, does not have a place in scrutiny.

1.1.0.9 More information on the culture of scrutiny can be found in section 2, below.

1.1.1 Scrutiny, whistleblowing and complaints

1.1.1.1 The guidance notes the interface between scrutiny and whistleblowing.

While scrutiny has no role in the investigation or oversight of the authority’s whistleblowing arrangements, the findings of independent whistleblowing investigations might be of interest to scrutiny committees as they consider their wider implications. Members should always follow the authority’s constitution and associated Monitoring Officer directions on this matter.

Statutory guidance on overview and scrutiny in local and combined authorities, paragraph 11, p9: see also comments at paragraph 13, p11

1.1.1.2 People’s willingness to speak out about wrongdoing is central to a positive organisational culture – however, effective whistleblowing needs robust systems and clear oversight.

1.1.1.3 It is likely that scrutiny will have brought to its attention instances of suspected wrongdoing or poor practice. This may be by service users themselves, or by employees of the council and partners.

1.1.1.4 The first are general complaints and concerns about services which should form part of scrutiny’s overall evidence gathering. While scrutiny has no role in investigating individual complaints, it can and should use the concerns of individuals as a spur to ask searching questions about whether those complaints are evidence of a wider issue. Alongside other partners in the wider governance landscape, scrutiny holds part of a collective responsibility here.

1.1.1.5 It is important to recognise that scrutiny is not a substitute for having, and following, proper processes for whistleblowing.

The responsibilities and accountabilities of external agencies were not well defined, often resulting in “regulatory gaps” or failure to follow up warning signs.

Organisations operated in silos, without consideration about the wider implications of their role, even guarding their territories on occasion.

This situation was exacerbated by a lack of effective communication across the healthcare system in sharing information and concerns. Organisations relied on others to keep them informed rather than actively seeking and sharing intelligence.

At the heart of the failure was a lack of openness, transparency and candour in the information emanating from the Trust and over-reliance on that information by others. This was not helped by the constant reorganisation of NHS structures, often leading to a loss of corporate memory and misunderstandings about an organisation's functions and responsibilities. Information flow was generally poor.

The combination of these “regulatory gaps”, lack of effective communication and constant reorganisation led to a systemic culture where organisations took inappropriate comfort from assurances given either by the Trust itself or from action taken by other regulatory organisations. As a result, organisations often failed to carry out sufficient scrutiny of information, instead treating these assurances as fulfilling their own, independent obligations.

Report of the Mid Staffordshire Hospital Trust Public Inquiry: Executive Summary Paragraph 1.114 p64

1.1.1.6 Whistleblowing is slightly different. Where a council employee suggests poor practice or maladministration, or worse, the council's formal whistleblowing processes may come into play. As with complaints, individual instances of whistleblowing should not be “investigated” by scrutiny – but they should be considered as serious, rare events, and members will obviously be interested in understanding how they are dealt with.

1.1.1.7 The council's Monitoring Officer is the ultimate arbiter of how these issues are dealt with. The council's whistleblowing systems will pass responsibility for the management of such issues to the MO and scrutiny should respect this.

1.2 Local government scrutiny's statutory functions

1.2.0.1 Scrutiny has a range of statutory functions. Some of these apply to all councils, but in two-tier areas different powers relate to counties and districts.

1.2.0.2 Scrutiny's statutory powers are the foundation for its work. They can and should be bolstered at local level through dialogue and agreement with scrutiny's stakeholders¹. Scrutiny's statutory functions should not be taken and interpreted as providing limits for scrutiny's action. In fact the legislation states that scrutiny may look at any issues which affects “the area or the area's inhabitants”, providing a broad freedom to act.

1.2.1 Powers in relation to councils: in general

1.2.1.1. Scrutiny can:

- Require information from the council. Councillors sitting on scrutiny committees have broad information access rights which means that they can and should be able to have access to information even on matters exempt for reason of commercial confidentiality, and the other exemptions found in Schedule 12A of the Local Government Act 1972. More information on information rights can be found in section 4.1 below and at section 5 of the guidance.
- Require attendance from council officers and councillors. Members of the executive invited to attend scrutiny committee meetings, and council officers issued with similar invitations, are expected to do so. While the law does not specify the seniority of officers who should be invited to give evidence, it will usually be most appropriate for senior officers to attend, even where questions are being asked about operational delivery. More information on engagement with councils officers and executive-side councillors can be found in section 2.1 below.

¹ We explore scrutiny's stakeholders, and how they align with the council's stakeholders more generally, in section xxxx

- Require that the council provides responses to scrutiny’s recommendations. Importantly, it is for scrutiny to determine the nature of the response. It is legitimate, for example, for scrutiny to require that a substantive response to each recommendation be made individually, with timescales for implementation; scrutiny can require that the executive do not respond to recommendations simply by “noting” them. More information on recommendations and impact can be found in section 5 below.

1.2.1.2 Scrutiny committees also provide a mechanism to “call in” decisions made by a council’s executive. This only applies where a decision has been made, but has not yet been implemented – a period of time which, as a matter of law, involves the passage of five clear working days.

1.2.2 Powers in relation to partners: in general

1.2.2.1

- On matters relating to health, the scrutiny function of a county or unitary authority has a formal role in evaluating whether local health bodies have properly consulted scrutiny when a substantial variation to local health services is proposed. Detailed guidance on the operation of health scrutiny can be found at <https://www.gov.uk/government/publications/advice-to-local-authorities-on-scrutinising-health-services>
- On matters relating to community safety, the scrutiny function of a shire district or unitary authority has a role in reviewing the work of the community safety partnership (CSP). Importantly, this does not confer a right to scrutinise the individual CSP partners on their wider work. Separate statutory guidance on these powers was published in 2009 and is still in force, but is no longer online.
- On matters relating to flood risk management. Scrutiny has general powers to oversee partners’ work on flood risk. Until 2018 more detail was provided for by Regulations (<http://www.legislation.gov.uk/ukxi/2011/697/made>). These no longer have effect (<https://www.cfps.org.uk/flooding-scrutiny-regulations-no-longer-in-force/>) but the general statutory powers remain.
- On other matters relating to a list of named partners. This list is set out at s104 of the Local Government and Public Involvement in Health Act 2007, which is still in force.

In 2014, Government produced guidance on health scrutiny: <https://www.gov.uk/government/publications/advice-to-local-authorities-on-scrutinising-health-services>

1.2.2.2 The differing nature of the powers set out above should not be used as a reason to refer to the legislation every time scrutiny wants to engage with a different partner, and should not be used as a reason why partners need to be scrutinised discretely. Section 2, below, provides more detail on the relationship between scrutiny’s stakeholders.

1.2.2.3 The statutory guidance provides an “illustrative scenario” at Annex 3 which covers possible approaches to inviting an external organisation to appear before a committee.

1.3 Combined authority scrutiny statutory functions

1.3.0.1 Scrutiny in combined authorities operates using a similar statutory framework as local authority scrutiny. We touch further on this in section 3 on role and function.

1.3.0.2 CfPS has produced separate, detailed guidance on combined authority scrutiny which can be found at <https://www.cfps.org.uk/wp-content/uploads/Overview-and-scrutiny-in-combined-authorities-a-plain-english-guide.pdf>

2. Scrutiny's stakeholders

2.0.0.1 Scrutiny has a wide range of stakeholders – people with whom scrutiny works to carry out its work. Understanding the motivations and objectives of these stakeholders is crucial if scrutiny is to have influence. Some of these people will sit within the council – others outside it.

2.0.0.2 There is likely to be overlap between these groups. We have not “classified” them to indicate that each group of individuals and organisations needs to be dealt with in a particular way – but simply for clarity. The importance of these relationships is highlighted in the guidance.

Relationships with other partners should not be limited to evidence gathering to support individual reviews or agenda items. A range of partners are likely to have insights that will prove useful.

- Public sector partners (like the NHS and community safety partners, over which scrutiny has specific legal powers);
- Voluntary sector partners;
- Contractors and commissioning partners (including partners in joint ventures and authority-owned companies);
- In parished areas, town, community and parish councils;
- Neighbouring principal councils (both in two-tier and unitary areas);
- Cross-authority bodies and organisations, such as Local Enterprise Partnerships; and
- Others with a stake and interest in the local area – large local employers, for example.

Statutory guidance on overview and scrutiny in local and combined authorities, paragraph 52, p22

2.0.0.3 Scrutiny's stakeholders in combined authorities are likely to be different; these issues are covered in more detail in the section on combined authorities, at 2.4 and 3.11

2.1 Managing relationships inside the authority

2.1.0.1 Some of the principal stakeholders for scrutiny inside the authority are as follows. These people's motivations will differ significantly – from role to role and from council to council. Managing these relationships can be challenging – which is why scrutiny needs champions amongst councillors and officers at the very top of the organisation in order to succeed:

- The executive – the senior political leadership of the council set the tone of how successfully scrutiny will be able to work, as we set out in section 1 and set out in section 2.1.1 in more detail below. The executive should act as a champion for scrutiny's work within and outside the organisation. In the case of combined authorities, this set of relationships will be lent additional complexity by the fact that members of the executive (the combined authority cabinet or Board) may come with different expectations and motivations;
- Senior Officer Leadership – the most senior officers need to have a clear sense of scrutiny's role, and the contribution they need to make towards scrutiny's effectiveness. The strength of the “golden triangle” – the relationship between the Head of Paid Service, the Monitoring Officer, and the s151 Officer – is particularly important here;

- Middle management – there will often be surprisingly little awareness or knowledge of scrutiny and its role amongst middle managers (those in tier 2 or tier 3 management roles).
- Backbench councillors generally – not all backbench councillors will be members of scrutiny committees; their motivations and perceptions of scrutiny and its role will differ. Some will possess vital insights about local people’s experience of services delivered by the council and its partners, that scrutiny will need to be able to access and understand. For combined authorities, issues around backbench members will relate to the sustained engagement of scrutiny members and substitutes, bearing in mind in particular the challenges around assuring quoracy under those circumstances;
- Co-optees and others actively involved in the scrutiny process (eg as witnesses) – scrutiny may formally co-opt non-councillors to sit on committees, as discussed at section section 4.2.5.2; in some cases, statutory co-optees must be appointed. Maintaining the engagement of these people – and recognising the unique value they can bring to scrutiny committees, and task and finish groups, is vital;
- The authority’s audit function – guidance from CIPFA used to say that councils’ scrutiny and audit functions should be kept entirely separate. Now, it is understood that close links between the two functions is important – but audit does have a specific, formal role which has to be recognised as distinct from the work of scrutiny. Sharing of information about financial scrutiny and oversight will be important here;
- Area or community forums, where they exist - where councils have area governance structures they will be an important way for scrutiny to listen to and understand the concerns of local people – this is covered in more detail in section 2.3.1 below. While this is likely to be less of a feature for combined authorities, CA scrutiny members will still need to think about how they can assure themselves that they are gathering evidence so as to understand the voice and concerns of the public.

2.1.1 Practical issues relating to the executive / scrutiny relationship

- 2.1.1.1 The guidance suggests that authorities should consider drafting an “executive-scrutiny protocol”. In CfPS’s experience, the value in the production of such a document derives from the conversations that precede its agreement, rather than the document itself. As such there is no simple “off the peg” protocol that authority can assume they can just transpose and apply in their own place, although examples of the potential contents of such a protocol can be found in the guidance at Annex 1.

An executive scrutiny protocol can deal with the practical expectations of scrutiny committee members and the executive, as well as the cultural dynamics. Workshops with scrutiny members, senior officers and Cabinet can be helpful to inform the drafting of a protocol. An external facilitator can help bring an independent perspective.

Statutory guidance on overview and scrutiny in local and combined authorities, Annex 1, p27

- 2.1.1.2 There are, however, some common themes and principles. There should be:

- A collective understanding of scrutiny’s role within the council and the area – the specific niche which it fills and the value that it adds through occupation of that niche (see section 3, and the part of the guidance that mentions the need to communicate scrutiny’s role and purpose to the wider authorities (paragraph 11, p10));

- Regular dialogue between scrutiny and the executive – informal and candid, to ensure that both have a clear sense of the other’s work and priorities. Complete frankness may not be possible all the time but should always be the objective;
- Plans in place, owned jointly by scrutiny and the executive, to continuously improve scrutiny, in part by ensuring that the function gets the support and engagement it needs from across the area;
- An understanding that scrutiny is in charge of its own work programme and will occasionally do things with which the executive may disagree;
- An understanding that scrutiny is political, that it is driven by politicians whose political insights are a fundamental part of scrutiny’s work, but is not a place for political point scoring as we mentioned in section 1;
- A relentless focus on impact – both in tightening up scrutiny’s focus and work, and in ensuring that the way that the executive works with scrutiny recognising that impact can only come about with the active support of the executive.

2.1.1.3 The presence of a positive political and organisational culture will not prevent the emergence of difficulties, challenges and tensions about scrutiny and its work. Without such a culture, however, the resolution of these issues will be difficult to resolve.

2.1.1.4 Part of a positive culture is about scrutiny and the executive working together to develop solutions to these issues. Below we summarise some of these issues and some of the possible solutions.

- A feeling that scrutiny is being combative or “meddling” in areas where it is not needed. Members of the executive and senior officers might describe this as scrutiny being “political”, or as members “misbehaving”. Clarity on mutual roles and transparency over the way that the scrutiny work programme is developed and evidenced will help to address this.
- Disagreements about the way in which executive/scrutiny relationships should be managed. We noted the benefits of more informal meetings above, but some may raise concerns about informality, and suggest that transparency demands a different approach. What approach works best will depend on the political culture of the authority concerned, but more informality and more dialogue does not automatically mean worse scrutiny;
- The executive may disagree with the logic that underpins scrutiny’s decisions about what issues will be subject to a scrutiny investigation. This suggests the need for clarity about how decisions about work programming are made, as we will go on to discuss in section 3.2. While the executive should not direct scrutiny’s priorities, scrutiny work will need to reflect at least some of the executive’s priorities in order to ensure that it is adding value.
- There can be disagreements about who attends scrutiny committee meetings, and when. Where invitations are submitted far enough in advance (and where the work programme makes future meeting agendas clear) this should be avoidable, but an unwillingness to attend may suggest more fundamental problems, which should be separately addressed;
- Disagreements about how and when information will be shared. This is discussed in more detail in section 4. In brief, information can be late, or provided in a way that makes it of little value – for example, where it is difficult for members to understand. Conversations about the purpose for which information is being requested will help to clarify scrutiny members’ own requirements as well as to make those requirements clearer to officers.

2.1.1.5 Some of these features are highlighted for particular attention by the guidance in respect of councils led by a directly-elected Mayor (at paragraphs 12-13, p11).

2.1.1.6 Practical issues relating to the relationship between scrutiny/democratic services officers and executive-side officers are covered in section 6 on resources, below.

2.1.2 Party politics

2.1.2.1 Party politics should not express itself through scrutiny. That said, scrutiny is inherently “political” – scrutiny should be looking at high profile issues, issues of local political contention, issues on which people will hold strong views and which will inevitably involve some intersection with party politics.

Inevitably, some committee members will come from the same political party as a member they are scrutinising and might well have a long standing personal, or familial, relationship with them (see paragraph 25).

Scrutiny members should bear in mind, however, that adopting an independent mindset is fundamental to carrying out their work effectively. In practice, this is likely to require scrutiny chairs working proactively to identify any potentially contentious issues and plan how to manage them.

Statutory guidance on overview and scrutiny in local and combined authorities, paragraph 11, p11

2.1.2.2 Scrutiny and democratic services officers need unique political awareness to understand and predict potential political flashpoints before they occur, and plan for them. The support of the Monitoring Officer and head of paid service is particularly necessary here – to provide officers with the support they need in what might be a fractious and febrile environment. A positive political culture is one that recognises that an expression of party politics in scrutiny will generally be inappropriate, but that councillors, as politicians, need to use their political skills and experience to carry out their work.

2.1.2.3 More information can be found at section 6.3.4

2.2 Managing relationships beyond the authority: professional partners

2.2.0.1 Relationship management in combined authorities is covered in detail in, ““Overview and scrutiny in combined authorities: a plain English guide” (CfPS, 2017)

2.2.0.2 In order to meet the needs of local people, councils work with a wide range of other organisations. There is no “council” service that is delivered without the involvement of partners in some form; scrutiny needs to understand this partnership dynamic, how the culture and practices of partners affect how the council works, and how lines of accountability between organisations active at local level might need to influence how scrutiny proactively engages with partners.

2.2.0.3 In working with and seeking to influence partners it can be productive to think about how local people experience services, framing scrutiny’s work with reference to those experiences, rather than trying to conduct “scrutiny of partners” as a separate and distinct kind of scrutiny work. This issue is explored more fully in section 2.2.1 below.

2.2.0.4 The motivations and objectives of those beyond the council can be slightly more difficult to discern and act on. Scrutiny lacks formal powers in relation to many partners, which can make engagement challenging. Some of these partners include:

- Trading companies, joint ventures, alternative delivery vehicles – increasingly, councils adopting more commercial and entrepreneurial approaches to service design and delivery are setting up new kinds of structures for that purpose. These might be wholly owned by the council, or together with other public or private sector bodies.

- Partners in these sorts of venture – other councils, or private sector bodies, might be the council’s partners in these sorts of activity. Understanding what drives them and what scrutiny work might add value to their work will be productive. This may however be a challenge – these organisations are likely to have their own accountability and governance systems.
- Commissioned partners – councils may have commissioning frameworks which see elements of service delivery carried out by other partners. Such arrangements are often long term in nature and guided (if not specified in detail) by contract. These arrangements will be subject to a fair degree of internal oversight
- Contracted partners – organisations may contract with the council on a more traditional basis. It is more common now for contracts to have written into them provisions requiring that the contractor respond to scrutiny requests, but early engagement and dialogue will help them to understand scrutiny, its role, and how they can involve themselves in a way that provides them with real benefits
- Statutory partners – bodies like local NHS bodies, community safety partners and a range of other public bodies will work closely with the council to develop and deliver services to local people – we have outlined some of these relationships in section 1 above.
- Neighbouring councils and other scrutineers - we will cover the relationship with other scrutineers in the locality in the section below.

2.2.0.5 The guidance highlights the importance for scrutiny of being able to follow “the council pound”, which has implications for work with contractors, commissioned partners, trading companies, joint ventures and other organisations.

Scrutiny committees will often have a keen interest in “following the council pound” – ie scrutinising organisations that receive public funding to deliver goods and services.

Authorities should recognise the legitimacy of this interest and, where relevant, consider the need to provide assistance to scrutiny members and their support staff to obtain information from organisations the council has contracted to deliver services. In particular, when agreeing contracts with these bodies, authorities should consider whether it would be appropriate to include a requirement for them to supply information to or appear before scrutiny committees.

Statutory guidance on overview and scrutiny in local and combined authorities, p20

2.2.1 General themes relating to the scrutiny of partners and partnerships

2.2.1.1 In carrying out scrutiny work that involves partners, it can be tempting to look at individual partners, their duties, and responsibilities, separately. However, as we have noted above, this may not reflect the experiences of local people, or lead to scrutiny that will make a real impact.

2.2.1.2 For example, looking at the specific work of a local charity operating under a service level agreement (SLA) with the council to deliver a range of youth services will frame that subject with reference to the SLA and the perspective of the council in enforcing that agreement’s delivery. Looking instead at the issue from the perspective of young people themselves - following them through the system and identifying the interactions they have with public, private and third sector bodies as they live their lives – helps us to identify the links and, potentially, the gaps between organisations. Scrutiny, as a function of the council benefiting from councillors’ local insights, is uniquely placed to carry out this cross-cutting work.

2.2.1.3 This is really about “mainstreaming” a consideration of partners and partnership into everyday scrutiny work. In some cases, this may provoke scrutiny councillors to rethink how they conceive of scrutiny’s role and focus (as we will discuss in section 3 below). It may also provoke a shift in structures. Some councils have “internal” and “external” scrutiny committees, for examples, which may be considered not especially fit for purpose if scrutiny wants to take a more citizen-focused approach to its work.

Wirral Council: Children’s Services “Reality Checks”

(extract from “Scrutiny frontiers”, (CfPS, 2019))

Following the inadequate Ofsted inspection of 2016, we considered possible approaches to gain a better picture of our business. Following this consultation, we developed a programme of Children’s Services ‘Reality Check’ visits. Benefits of the reality checks include improved understanding of services for vulnerable children and families, enhancing engagement with partner organisations and aiding assessment of integrated health and care. The work also aligns with the children’s services improvement plan developed as a result of Ofsted inspection and visits. The approach enables triangulation of evidence from different sources to ensure scrutiny receives a robust and comprehensive picture on which to base their recommendations. [...]

Recommendations made include improving pathway plans to ensure care leavers’ voices are captured. We have addressed concerns regarding re-referral rates to social services, putting in place an action plan monitored through the Committee. We have identified concerns about staff communication and recommended co-location of staff across the borough and this has been implemented across children’s services. Development of staff IT training has been endorsed and encouraged by scrutiny and agile working is now being introduced throughout the Local Authority. All recommendations were fully accepted by all agencies and are shared with the Cabinet Member and Local Safeguarding Children’s Board. [...]

Reality check visits encourage a culture that allows us to gain assurance that children’s services are providing the best outcomes for our children and young people. As recommendations and reports are made in partnership with the services visited, it has evolved into a collaborative approach.

Cllr Tom Usher, Chair, Children and Families OSC

2.2.1.4 Partners are likely not to be especially familiar with scrutiny and its work. There may be a degree of resistance to scrutiny; or a willingness to use scrutiny in ways that are unproductive – using scrutiny as an opportunity to “market” issues and solutions to councillors in ways that may cause frustration. Both issues will arise where there is a lack of clarity over scrutiny’s role.

2.2.1.5 A focus on local people will make scrutiny an “easier sell” to those who might otherwise feel that their organisation’s inner workings are about to be subjected to some forensic investigation. In thinking about early interactions with partners, scrutiny councillors will need to consider:

- What exactly are your, and their, expectations? Misunderstandings about what overview and scrutiny is trying to achieve, and what other scrutineers are doing, can hinder the development of positive working relationships.
- What are their own powers and lines of accountability? In hierarchical organisations or sectors (for example, where lines of accountability are seen as ultimately passing upwards to a Government Minister), people may feel that engaging with overview and scrutiny makes a formal commitment to being held to account by local government.

- What are the timing and resource implications for partners in engaging in this way? Some will need to be given not only a justification for engaging but an incentive for doing so – a commitment to improving services in a way that links closely to the other organisation’s priorities.

2.2.2 Working with other scrutineers

2.2.2.1 Increasingly, identifying and working with other local scrutineers is an important part of securing an impact beyond the bounds of the authority, as discussed in 2.2.1 above. It is also important because:

- Local government and combined authority scrutiny operates with limited resources (see section 6.3). It is impossible for council scrutiny functions on their own to investigate and have consistent oversight over the services provided to local people;
- Local government business – the business of improving the lives of people in a given geographical area – involves a huge range of different partners, with different operational models and governance arrangements. Such arrangements should involve the sharing of scrutiny, alongside shared decision-making, in the interest of streamlining governance.

2.2.2.2 As we noted above, it is now generally accepted that a shared responsibility exists, across partners and partnerships, for ensuring that local people are being provided with the services they need.

2.2.2.3 Other scrutineers might include:

- Other tiers of government. On some issues, particularly large scale health service reconfigurations, it has become common for joint scrutiny committees to be established. In two-tier areas, links between district and county scrutiny are important – in combined authority areas, links between CA scrutiny (covered below at 2.4) and local authority scrutiny are important to recognise and get right;
- Neighbourhood and area structures established by the authority.
- External regulators and inspectors (Ofsted, Care Quality Commission and information from Ombudsman investigations can be an important source of insight for scrutiny).
- Those involved in providing support and guidance to the sector at national level. The Local Government Association, and membership organisations such as SOLACE and CIPFA, support councils and can provide important insight into local and national challenges. The National Audit Office does not scrutinise individual councils, but it does carry out thematic reviews into value for money in the sector which can present challenges and opportunities for change;
- Local Healthwatch, in respect of local NHS bodies (more detail on the role of Healthwatch in respect of health scrutiny can be found in <https://www.cfps.org.uk/wp-content/uploads/Local-Healthwatchhealth-Roles-relationships-and-adding-value.pdf>);
- Local community groups or advocacy organisations – a range of bodies acting locally may seek to hold the council and its partners to account.
- Local Enterprise Partnerships (LEPs). Although not conventional “scrutiny bodies”, LEP structures provide a mechanism for local business to engage with, and hold to account, a range of partners on action in relation to local growth and local industrial strategies. In areas that have them, this will link closely to the role of combined authorities, as described above;
- Police and Crime Panels and other policing structures (including fire and rescue scrutiny), on which further guidance awaits publication at the time of writing (June 2019).

- Tenant scrutiny; in England, tenant scrutiny panels are part of the “co-regulatory” system of accountability. Tenant scrutiny sits alongside the role of Homes England and the Housing Ombudsman; panels, where they exist, are there to champion the interests of tenants and to hold social landlords to account on their behalf. More information can be obtained from TPAS;
- The press, and local bloggers, also have an important role in holding decision-makers to account – the opportunity to work with journalists should be taken, as well as ensuring that scrutiny is as open as possible with journalists as it carries out its work;

2.2.2.4 Working with other scrutineers could take many forms.

- Informal information sharing. It might prove useful to periodically share information about issues of mutual interest.
- Informal joint work. Two or more sets of scrutineers might identify a common area which deserves further research. Joint background work could be carried out to inform two separate pieces of research, which would have different focuses on account of the different organisations involved, but the pieces of work would be designed to dovetail together
- Formal joint work. Two sets of scrutineers might come together – perhaps as a joint task group, or on a committee onto which people from other scrutiny bodies are co-opted – to carry out an investigation together, leading to a combined report with recommendations for two or more separate organisations.

West Sussex: joint scrutiny arrangements

Arun, Chichester, Horsham and Mid Sussex District Councils, Crawley Borough Council and West Sussex County Council (WSCC) agreed in 2010/2011 to establish trial joint scrutiny arrangements, to enable them to work together on specific scrutiny projects. After a review in late 2012 it was agreed to make Joint Scrutiny a permanent arrangement. Worthing Borough and Adur District Councils decided not to take part in the formal arrangements at that stage but joined the group in November 2014. A Joint Scrutiny Steering Group oversees the arrangements and is made up of the Overview and Scrutiny Committee Chairmen of the participating councils. This Steering Group has met six times. The Group has also shared information and sought comments via virtual means.

Joint scrutiny in West Sussex has involved task and finish groups being carried out on a range of topics including housing arrangements for care leavers and community legal services. The standing joint arrangements make it possible to identify and carry out work of mutual interest but do not result in a resource intensive approach; the steering group has met physically only six times since the establishment of the arrangements.

2.2.2.5 Timing is critically important. Other scrutineers will need to be engaged early on, when a piece of work is being planned. Plenty of time will need to be given to ensure that they can secure clearance to work with you. Once you have started to develop a relationship, pursuing other pieces of work in the future is likely to be more straightforward. It may be that your relationship is such that you will develop some kind of informal agreement or protocol to define how you will work together in the future.

2.3 Managing relationships beyond the authority: the public

2.3.0.1 At combined authority level, the strategic nature of the CA’s work may suggest that there is less of a need to work with the public; this may not be the case, and some of the opportunities for public facing work can be found in “Overview and scrutiny in combined authorities: a plain English guide” (CfPS, 2017)

2.3.0.2 At a more local level, the public are vital partners in scrutiny work. Public involvement goes beyond “consultation” or “engagement” in particular scrutiny reviews. Such traditional consultation is often framed in a way that meets members’ needs or the council’s needs, and may not provide the kind of insight and perspective that comes of giving local people a more meaningful role in the scrutiny process. Public input into scrutiny should be awkward and challenging for professionals and councillors alike – it should challenge our assumptions about how services are delivered on the ground, and about how people experience their lives in the communities we serve.

2.3.0.3 “The public” are not a single group; geographically and by topic, local people will organise themselves in a range of different ways. Broadly speaking, some of the key groups will include the following. These groups will all overlap:

- Local people as citizens with a stake in local democracy. In carrying out scrutiny work it is important to remember that we should not think of local people just as “service users”, or “customers” of the council – people who pay their council tax and get a service in return. The relationship is much more complex than that, and it starts with the public’s role as citizens and their rights to challenge the council and its partners to understand and meet their needs better;
- Local people as they experience “universal services”. Visible, universal services – councils’ environmental services and infrastructure responsibilities for the most part – may provoke people to organise on geographical lines, in neighbourhoods, communities and wards;
- Local people as they experience support provided to meet their specific needs. Less universally visible services, like children’s services and adult social care, will see their users engage with the council in different ways – through advocacy and support groups and potentially through the local third sector.

2.3.0.4 The presence of borough-wide, or area-specific, community and advocacy groups will make a difference to the way that scrutiny engages with civil society on a local level. It is probably not productive for scrutiny to try to “map” the various local pressure groups and organisations but having an understanding of the key individuals, groups and relationships will be important as scrutiny begins to consider topics and how they will intersect with the interests of local people.

2.3.1 Giving the public a stake in the scrutiny process

2.3.1.1 In a way, asking how to engage the public in scrutiny’s work is the wrong question. Meaningful public engagement starts with ensuring that the public has a clear stake in scrutiny and its work programme, and that there is a transparent opportunity for the public to use a variety of means to influence that work programme. This form of engagement will make engaging the public in individual reviews easier. Promoting scrutiny’s role to the wider public is an important duty which is covered in the guidance in some detail.

Authorities should ensure scrutiny has a profile in the wider community. Consideration should be given to how and when to engage the authority's communications officers, and any other relevant channels, to understand how to get that message across. This will usually require engagement early on in the work programming process.

Statutory guidance on overview and scrutiny in local and combined authorities, paragraph 11, p11

It is likely that formal "consultation" with the public on the scrutiny work programme will be ineffective. Asking individual scrutiny member to have conversations with individuals and groups in their own local areas can work better. Insight gained from the public through individual pieces of scrutiny work can be fed back into the work programming process. Listening to and participating in conversations in places where local people come together, including in online forums, can help authorities engage people on their own terms and yield more positive results.

Statutory guidance on overview and scrutiny in local and combined authorities, paragraph 53, p21

- 2.3.1.2 Many councils formally, or informally, consult local people on the content of scrutiny's annual work programme, where such a work programme exists.
- 2.3.1.3 The outcomes of these exercises can vary. Talking to local people "about scrutiny" is often difficult – public understanding of how the scrutiny function operates is low to non-existent, and alternative approaches might be better. Some councils have found success by announcing that councillors want to understand what is important to local people, in order to think of ways to improve services based on their input – essentially, providing an explanation of scrutiny without any of the jargon.
- 2.3.1.4 By and large, however, public feedback from those not currently involved in scrutiny is likely to be low from these broad-brush attempts at engagement. Scrutiny officers, and members themselves, are likely to have little time to try to design the traditional kinds of public engagement exercises that might be thought necessary to make them work (exercises which, in fact, tend to have poor results anyway).
- 2.3.1.5 Local online discussion forums and blogs – and Facebook groups – can provide a useful place to engage in snapshot-style discussions with local people on issues that interest them – although councillors will of course be aware of the risks and shortcomings of engaging in this way, which can act as a lightning rod for people's personal concerns and complaints.
- 2.3.1.6 Of course, most important is the need to just listen. There will be plenty of discussions happening at local level amongst local people and within local groups about important issues. Listening to and understanding these conversations in the spaces they are happening is much easier now that they are more likely to be happening online but should not preclude physically getting out to where conversation is happening within and amongst local groups and organisations. Councillors will have direct conversations with local people about these needs – these should be fed in too.
- 2.3.1.7 When these views, opinions and experiences are drawn together, reflection and self-discipline will need to be exercised by councillors to determine which reflect pressing, genuine concerns, and which may not. This is not about focusing on the demands of the loudest people, but it is also about recognising that noisy members of the public whose behaviour and activities may exasperate councillors and council officers may have extremely good reasons for their campaigning, and deserve to be listened to and have action taken through scrutiny.

Devon: work programming

Co-ordination of the activities of Scrutiny Committees is undertaken by the Chairmen and Vice-Chairmen of Scrutiny Committees to avoid duplication of effort and to ensure that the resources of the Council are best directed to support the work of Scrutiny Committees. Before an issue is added to the work programme Members consider:

- Whether the issue is in the public interest
- Is there a change to National Policy?
- Does it affect people across Devon?
- Are there performance concerns?
- Is it a safety issue?
- Can scrutiny add value by looking at it?
- Is it ACTIVE ?

Tower Hamlets: review of scrutiny

As part of a wider review of scrutiny (see <https://democracy.towerhamlets.gov.uk/mgConvert2PDF.aspx?ID=128813>) the London Borough of Tower Hamlets has adopted a new approach to work programming, which follows the following stages:

- Mapping legislative and constitutional requirements;
- Horizon scanning by directorate (performance reports, inspections, risks);
- Reviewing issues identified by residents (complaints, member enquiries, FOI);
- Review of work programme from last year and any ongoing areas;
- Consult with scrutiny committee members, officers, partners and local residents;
- Prioritisations;
- Division of priorities between committees;
- Draft work programme agreed.

2.3.1.8 The important things to note – not only in the use of evidence for work programming but in the use of public views more generally - are that:

- No one source of evidence will provide a definitive picture of the issues likely to be important to local people;
- A “good enough” approach should be taken to the way that scrutiny seeks to collect public views – you will never achieve perfection, and it is better to have a partial picture (while recognising where flaws and gaps exist) than doing nothing at all;
- Conversations are often a better source of detailed information than lots of numerical data.

2.3.1.9 The section below on work programming provides broader context on how public views form a part of a wider programming process. The section on evidence-gathering provides more information on public engagement in individual scrutiny reviews.

2.3.2 Scrutiny's public visibility

- 2.3.2.1 Scrutiny is outward facing – an important strategic function of the council. Scrutineers should work closely with those involved in communications – another important strategic function – to think about how scrutiny's work can engage a wider audience in order to achieve the agreed objective and outcome.
- 2.3.2.2 Part of this is about ensuring that the basics are met – fundamentally all communication activity needs a clear objective and clarity around what outcome you are trying to achieve. Seeking to improve the profile of scrutiny for the sake of it will not work or justify the time spent.
- 2.3.2.3 Scrutiny needs a web presence (on the council's website) which articulates clearly scrutiny's role (see section 3) and links to evidence of scrutiny's recent impact. Committee papers should be available and easily searchable. Scrutiny – and scrutiny councillors – ought to have a social media presence (on which platforms will depend on the area and the council's broader corporate policies). We know that some councils have attempted to prevent scrutiny from social media activity; in our view such action is inappropriate as scrutiny has a need of an independent way of expressing itself to the wider public. Overall, scrutiny might wish to have a communications plan – setting out specific points in the year, in relation to specific issues or topics, where public outreach might be necessary, and thinking about how these can be organised. Communications, here, is not about just broadcasting what scrutiny is doing to a passive audience – it is about opening up opportunities for dialogue with the local community to hear their views and insights on specific issues.

2.4 Stakeholders for combined authority scrutiny

- 2.4.0.1 A very different set of stakeholders operate at regional, combined authority level.
- The Mayor. The Mayoral/scrutiny relationship is particularly important; the guidance mentions the importance of effective scrutiny in Mayoral systems. The Mayor has broad power given their direct election and powers conferred by the bespoke Orders establishing CAs; scrutiny's role is both to support and challenge the exercise of this power;
 - CA Boards. Made up of leaders of constituent authorities, the CA Board may, in different places, play both an executive and a scrutiny role – holding the Mayor to account but working closely with that person to deliver collective priorities;
 - The LEP. For many CA areas, the LEP will be a functional arm of the CA itself, although in areas where more than one LEP area currently overlaps with the CA, this will not be the case;
 - The wider business community, who will engage both through the LEP and directly with the CA;
 - Constituent and non-constituent councils. All local bodies (and some outside of the CA's functional area) will be impacted by CA decision-making. CA scrutiny can work with local authority to investigate these issues in more detail;
 - The CA's officer corps. The CEO of the CA, and other senior officers, are important stakeholders – particularly as most CAs' officer corps is far smaller than that of most local authorities.
- 2.4.0.2 All combined authorities are different in governance terms, because of their bespoke devolution deals. This leads to differences in the identity of key stakeholders. For example, for most but not all CAs, transport providers will be a central partner; in some cases, policing and health partners will also be key stakeholders.
- 2.4.0.3 CfPS research has suggested that “local public accounts committees” could evolve from the current CA scrutiny model, reviewing and holding to account public spend across a whole

place. The CA geography has been suggested as a good one for this.

2.4.0.4 More information on combined authority scrutiny can be found at ““Overview and scrutiny in combined authorities: a plain English guide” (CfPS, 2017)

3. Role and priority

3.0.0.1 The role of scrutiny needs to be clarified and understood by scrutiny’s stakeholders.

Authorities should take steps to ensure scrutiny has a clear role and focus within the organisation – ie, a niche within which it can clearly demonstrate it adds value. Therefore, prioritisation is necessary to ensure the scrutiny function concentrates on delivering work that is of genuine value and relevance to the work of the wider authority – this is one of the most challenging parts of scrutiny, and a critical element to get right if it is to be recognised as a strategic function of the authority.

Statutory guidance on overview and scrutiny in local and combined authorities, paragraph 11, p8

3.0.0.2 The guidance highlights the importance of role and focus. Many councils have sought to adopt different approaches to clarifying their role.

Devon: local government reorganisation

The Bournemouth, Christchurch and Poole Council, when in shadow form, needed to establish and operate a scrutiny function in preparation for the vesting of the new authority in May 2019.

The challenge of this process was to ensure that members of the shadow authority could effectively transact their role while scrutiny in the predecessor authorities continued.

Members decided to use the concept of risk as a “lens” through which to review and evaluate potential topics for the work programme. Doing so ensured that scrutiny retained focus, and that members were directed towards the kind of strategic issues which were critical to the establishment of strong, effective corporate systems in the shadow authority as vesting day approached.

3.1 Scrutiny’s role overall

3.1.0.1 Clarifying what scrutiny “does” is difficult but necessary. It is difficult because it presents a significant cultural shift away from the approach that many councils have taken historically – that scrutiny exists to carry out a generalised oversight of the council and its partners, and that trying to do anything “less” would involve key issues falling between the gaps. Research published by CfPS and APSE in 2017 expands on this issue.

3.1.0.2 Resource constraints being what they are, an attempt to keep a general watching brief over everything in the local area is impossible. Not only that, adopting such vagueness for scrutiny’s role increases the risk that scrutiny will duplicate the work done by others – by audit, by contract managers, by council directors, by partners, by the press and by others.

3.1.0.3 Instead, it is more productive for scrutiny to attempt to adopt a primary area of focus. This

role may be different from council to council – it will depend on the council’s culture and its priorities.

- 3.1.0.4 We do not suggest that councils have an area of focus in a substantive sense (for example, that councils should focus on, say, children’s services at the exclusion of other topics) – more that role be used as a “lens” through which scrutiny can focus its work on what can add most value (as demonstrated by the Devon example given above).

Scrutiny works best when it has a clear role and function. This provides focus and direction. While scrutiny has the power to look at anything which affects “the area or the area’s inhabitants”, authorities will often find it difficult to support a scrutiny function that carried out generalised oversight across the wide range of issues experienced by local people, particularly in the context of partnership working [..]

Different overall roles could include having a focus on risk, the authority’s finances, or on the way the authority works with its partners.

Applying this focus does not mean that certain subjects are off limits.

Statutory guidance on overview and scrutiny in local and combined authorities, paragraph 49-51, p21

- 3.1.0.5 Scrutiny often ties in with decision making and to the development of major policies by the council. This makes sense, because it is only by influencing those policies that scrutiny will have an impact on the business of the council.
- 3.1.0.6 This section on these different forms of scrutiny focuses on the council, but as we have already noted scrutiny will want to have an impact across the wider area, and this will influence how it engages with the council’s partners. Work programming is the way in which scrutiny members can reflectively decide on the relative priority of opportunities that present themselves, and the way in which they can decide on the timing of that scrutiny. This work all needs to be supported by a robust approach to the accessing and use of information, and by a clear understanding of the research methods available to scrutiny to carry out its work.

3.1.1 Scrutiny’s role in Combined Authorities

- 3.1.1.1 Combined Authorities (CA) have particular roles to perform – roles which are potentially very different to how scrutiny operates in local government.
- 3.1.1.2 CAs are primarily strategic entities. They are systems integrators, working with a range of partners with long term goals in mind. CA’s functions are currently focused on transport, infrastructure, investments and economic development. Potentially (like Greater Manchester) they have a developing focus on a far wider range of issues such as health and social care. These are all strategic issues where decisions have lead times which may be decades-long. Projects are likely to be especially complex, and governance reflects this.
- 3.1.1.3 Some CAs also, however, have highly operational roles – particularly in respect of transport provision.
- 3.1.1.4 This presents a real challenge, as it demands that councillors sitting on CA scrutiny committees conceive of different ways of working at CA to those with which they will be familiar locally, in a way that takes account of this mix of strategic and operational roles. For example, while it fits within the CA’s duties, a scrutiny function that preoccupied itself with the positional of local bus stops would not be especially effective from a strategic point of view.

- 3.1.1.5 CfPS research has demonstrated that by and large CAs have struggled to come to terms with this very different role for scrutiny (<https://www.cfps.org.uk/wp-content/uploads/2018-01-05-ca-scrutiny-report.pdf>). We have in the past (<https://www.cfps.org.uk/wp-content/uploads/Overview-and-scrutiny-in-combined-authorities-a-plain-english-guide.pdf>) said that scrutiny in combined authorities should be seen as “light touch”, reflecting the generally strategic nature of combined authority and the limited approach to governance that accompanies it. This is however not to say that combined authority scrutiny should not be forensic and robust; it is more a reflection of the strategic, rather than operational, nature of the issues that scrutiny will be looking at. This demands bringing a different kind of focus and approach to CA scrutiny.
- 3.1.1.6 A model of scrutiny which sees councillors coming together periodically to undertake “traditional” scrutiny – working through multiple reports in a meeting – is likely to be unfit for purpose in these circumstances.

3.2 Work programming

- 3.2.0.1 This section is particularly focused on the needs of local councils; more detailed information on work programming in CAs can be found at, ““Overview and scrutiny in combined authorities: a plain English guide” (CfPS, 2017). There is significant overlap in the core principles but also some key differences, reflecting scrutiny’s strategic role in those authorities.
- 3.2.0.2 Effective work programming is the bedrock of an effective scrutiny function. Done well it can help lay the foundations for targeted, incisive and timely work on issues of local importance, where scrutiny can add value. Done badly, scrutiny can end up wasting time and resources on issues where the impact of any work done is likely to be minimal.
- 3.2.0.3 Once scrutiny’s role is agreed, it becomes easier to decide what specific topics should be prioritised. Councils have a range of ways to set their work programme. In councils with multiple scrutiny committees, the individual committees might have separate work programmes, or there may be a single one for the whole function. Where multiple work programmes exist, it is necessary that they be co-ordinated to avoid duplication and imposing too great a burden on reporting officers.
- 3.2.0.3 Councils may adopt rolling work programmes, might prefer the predictability of an annual programme, or may have programmes that run across the entire electoral cycle.
- 3.2.0.4 The most common approach is to have an annual work programme but with enough flexibility to account for some shifts in priority and topic over the course of the year. It is best to consider work programming as a continuing exercise rather than a stop-start one.
- 3.2.0.5 A range of voices need to be heard and listened to as scrutiny plans its work. The stakeholders mentioned in section 2 are likely to have useful insights; the council’s executive, in particular, needs to be kept involved. In a wider sense a range of other communication requirements need to be borne in mind:
- Discussion and dialogue, informally, as the work programme is put together. Where councils have an annual scrutiny work programme (for the whole function, or for individual committees), these discussions can happen in January or February. They will involve officers, and members of the executive, informing scrutiny councillors and officers of interested and relevant forthcoming work where scrutiny might be able to add value, and may offer a useful sounding board for both the executive and scrutiny in considering where scrutiny’s resources might be focused.

- Ensuring that information about current and prospective decisions is shared in a timely manner by the executive, meaning that scrutiny can build these plans into its work programme as necessary;
- Ongoing discussions around performance and finance issues which crop up in-year. This is covered in more detail in section 4.1.1.

3.2.0.6 This approach is predicated on having a work programme whose key elements are set in advance, but where the flexibility exists to add (and remove) items as needs demand.

3.2.0.7 Local authority governance expert Dr Dave McKenna has set out one approach to work programming which we have adopted here (with amendments). It has several elements:

- Information gathering / discovery (3.21 below)
- Prioritisation (3.22 below)
- Matching activities to topics (3.2.3 below)

3.2.0.8 Ongoing review of the work programme, as it delivered, is important to ensure its continued relevance.

3.2.1 Information gathering / discovery

3.2.1.1 In the section on engagement with the public we highlighted the role that local people can play in having a stake in the scrutiny process through active involvement in work programming.

3.2.1.2 Public views will go alongside a range of other sources of information to allow members to make an informed choice about what to look at. In reality, this means that scrutiny is likely to need to have a range of sources of information which it will periodically review. This is not the same as scrutiny trying to maintain a watching brief over everything – it is about knowing what information to access in order to know enough to understand on which issues scrutiny’s focus is most needed.

3.2.1.3 These sources of information will differ from council to council but are likely to include some of the documentation to which we make reference in section 4.1.1.1. Councillors might want to select some key sources of information – from the council and elsewhere – and resolve that they will review it every quarter to give themselves the assurance that scrutiny is looking at the right issues, and in the right way. The use of a “digest” of information can help to ensure that the sheer quantity of information that councillors *could* look at is more manageable.

Scrutiny members should have access to a regularly available source of key information about the management of the authority – particularly on performance management and risk. Where this information exists, and scrutiny members are given support to understand it, the potential for what officers might consider unfocused and unproductive requests is reduced as members will be able to frame their requests from a more informed position.

Statutory guidance on overview and scrutiny in local and combined authorities, paragraph 40, p18

3.2.1.4 We cover the use of information digests in more detail in section 4.1.1.

3.2.1.5 Effective information gathering needs to be complemented by members’, and officers’, ability to effectively and independently review information when they have it. Skills and capabilities are important here – as the guidance says, and as we go on to expand in section 6.2.1.

3.2.2 Prioritisation

- 3.2.2.1 With a range of information at its disposal, scrutiny has to decide how to direct its time most effectively. Critical here is the ability to reflect back on the overall role of scrutiny; topics naturally need to be framed in a way that relates closely to that role.
- 3.2.2.2 Beyond this, there are a variety of methods to manage prioritisation. Some councils use rigorous scoring systems and other forms of criteria – in part to make the process transparent and accountable. In others, councillors give themselves much more discretion to use their subjective judgement to decide on the relative priority of topics.
- 3.2.2.3 There is no single correct approach. With clarity of role, councillors are likely to find the task of prioritisation easier. That said, the prioritisation of work will mean that – by definition – some (councillors and officers alike) will find that topics they may wish to promote cannot be delivered.
- 3.2.2.4 There is a natural urge to find “ways around” this – by merging topics, or by prioritising loosely. Councils and councillors are likely to find that they need to resist these urges, so as to ensure that scrutiny can stay focused.
- 3.2.2.5 There are two other important factors in prioritisation:
- Methods – the various tools and methods that scrutiny can employ to carry out its work. Choices here can influence prioritisation (and vice versa);
 - Timing – again, the right moment for scrutiny will differ from subject to subject, and will depend on the topic.
- 3.2.2.6 An effective scrutiny work programme is likely to incorporate a range of methods and timings. Both factors are likely to influence the relative priority of a given topic.

Members’ rights to place items on the agenda

- 3.2.2.7 Most councils’ constitutions protect the right of any member to place an item on a scrutiny committee agenda. In practice, this has to be mediated with reference to the work programme and the best use of committee resources. Democratic services officers will be best placed to speak to councillors about particular issues that they wish to place on agendas and work programmes, and to suggest the best ways of ensuring that those matters can be dealt with productively. It is, however, right that occasions will arise where the urgency or importance of a particular item brought to the committee’s attention by one of its members will justify its inclusion.

The Councillor Call for Action (CCfA)

- 3.2.2.8 CCfA was introduced by legislation in 2007, with the intention of providing a mechanism for councillors to raise issues of importance to local people at a scrutiny committee, with a view to ensuring that these issues could be resolved.
- 3.2.2.9 Legislative provisions relating to CCfA remain in force and all councils have procedures and protocols in their standing orders defining its use. The Improvement and Development Agency (IDeA) published “best practice guidance” on CCfA in 2009; CfPS published a review of the operation of CCfA in autumn of that year which concluded that its use had been fairly minimal; since then it has continued to reduce in importance and can now be considered fairly peripheral. Other methods exist for scrutiny to understand a pressing local issue and bring local people, officers, members and partners round a table to resolve it.

3.2.3 Methods

3.2.3.1 Structurally speaking there are several ways to investigate a topic, some of which are explored in the guidance. These include a variety of different approaches to “scrutiny reviews”, or “task and finish” reviews. These are more informal approaches to scrutiny, which involve a small group of councillors being commissioned by a formal committee to go and investigate a topic in detail, before reporting back with recommendations.

- By way of an agenda item at an ordinary committee meeting.
- By way of a “single issue” committee meeting. The opportunity might exist to call a range of witnesses, to hear from the public or to take and consider a wider range of evidence, with this all happening in the traditional environment of a formal scrutiny committee meeting. In some places these are known as “challenge panels”.
- By way of a single issue meeting of another type. Members may find that the formality and structure of a typical committee meeting may not always be appropriate. A single issue meeting of another type allows for more meaningful public input, debate and discussion.
- By way of a short scrutiny review. A short, sharp review might take a few weeks, with members meeting two or three times over that period. It might be possible to transact such a review between the meetings of a formal committee (so, one meeting involves a review being commissioned, and the next sees the report of that review group coming back to committee for approval).
- By way of a more traditional, longer scrutiny review. Less common now are longer term, more detailed scrutiny reviews. These might take a few months;
- By way of a standing panel or (notionally) time-limited committee. When scrutiny is shadowing long-term working (for example, a major NHS reconfiguration) setting up a more open-ended arrangement may be appropriate.

3.2.3.1 We cover research methods in more detail in the section on scoping, below.

3.3 Timing: pre-decision scrutiny

3.3.0.1 Pre-decision scrutiny is where an authority’s overview and scrutiny function looks at a planned decision before it is made by the executive. It is often seen as a contrast with post-decision scrutiny through the council’s call-in arrangements, whereby the implementation of Executive decisions can be delayed.

3.3.0.2 Looking at decisions before they are made provides an important means to influence those decisions, and to improve them. It gives scrutineers an opportunity to challenge assumptions that may have been made as the decision was developed; it also gives them the chance to consider how decision-makers have considered what risks might arise from the implementation of the decision, and how those risks might be mitigated.

3.3.0.3 This can happen in two ways – shortly before a decision is made by the executive, usually two or three weeks before, or looking at a planned decision several months before it goes to the executive. Whatever the timing, the most important factor is to ensure that scrutiny is able to truly influence a decision and not just act as a rubber stamp, or carry out work that does not feed in to the decisions itself in an especially effective way.

3.3.1 Pre-decision scrutiny immediately before a decision is made

3.3.1.1 This is scrutiny undertaken two or three weeks before the decision is made by the executive or by an executive member. It is usually, but not always, based on the publication of the Forward Plan. This form of pre-decision scrutiny does not tend to be a feature of combined authorities, where the infrequency of committee meetings makes it unattractive.

Northampton: pre-decision scrutiny

The Leader and relevant Portfolio Holders attend the Overview and Scrutiny Committee to outline his aims and objectives for the year and issues likely to be in the Forward Plan.

From this the Overview and Scrutiny Committee considers areas where Overview and Scrutiny will contribute. The Overview and Scrutiny Officer includes any additional Forward Plan items, not considered by the above process, on the agenda of the Overview and Scrutiny Committee. The Overview and Scrutiny Committee determines which items it would like an input into, based on strategic impact, relevance to the Committee's work programme, public interest and/or financial implications, and Overview and Scrutiny Officer, on behalf of the Chair, advises the relevant Director of the Overview and Scrutiny Committee's request for predecision Scrutiny.

The Director will consider the request, in particular in respect of timings and will then provide a response to the Chair. The request for pre-decision Scrutiny also requires the agreement of the Leader and relevant Portfolio Holder.

The Director and Portfolio Holder will attend the meeting to discuss the issue and set out the nature of the matter under consideration, the key issues identified, any constraints, timescale for a decision, intended impact and a summary of progress to date.

The Overview and Scrutiny Committee discusses the issue and identifies any points it would like addressed in the final report. These are minuted. If necessary, and timescales allow, a further report may be requested by the Overview and Scrutiny Committee.

The report author drafts the final report for Cabinet, clearly identifying points raised by the Overview and Scrutiny Committee and demonstrating how they have been addressed. This will clearly demonstrate how Overview and Scrutiny is contributing to better cross-party decision-making. The Overview and Scrutiny Committee would not usually have an input at this stage, although they would retain the right to call-in the decision after it had been made.

Where it was felt appropriate for the Overview and Scrutiny Committee to consider a draft final report for Cabinet, it must be approved for release by the relevant Corporate Director, the Leader and the relevant Portfolio Holder, before submission to the Overview and Scrutiny Committee. The final report is submitted to Cabinet.

3.3.1.2 Under this approach, decisions might be brought to scrutiny as drafts of the final executive report; members will ask questions of the officers responsible (and Executive member) and make suggestions as necessary. Where scrutiny meetings convene less frequently than the executive (and particularly where some decisions may be more operational in nature) not every item on the Forward Plan may come to a committee for pre-scrutiny (and there is usually some filtering system which may reflect some of what we have to say about work programming in section 3.2).

3.3.1.3 This form of pre-decision scrutiny is particularly common in councils which operate "hybrid" governance arrangements. In these instances, key decisions are submitted to scrutiny committees (although under these arrangements they might have different names). The committee makes a recommendation to the executive, or to individual members of the

executive, that the decision should be approved (or not). This recommendation is basically rubber-stamped by the executive.

- 3.3.1.4 Pre-decision scrutiny carried out immediately before a decision is made will demand a different approach – perhaps focused on a hearing at a committee meeting which asks key questions around the decision’s implementation, risks and measures of success – the last of these is likely to be particularly important for post-decision scrutiny, as we set out in section 3.4.1.1.
- 3.3.1.5 For these meetings, questions which delve into the fundamentals of the decision and which bring up radically different options to those which are being proposed are unlikely to be useful or productive. Scrutiny, when making these recommendations, can find itself ignored – potentially precipitating a later call-in. These kinds of debates lend themselves far better to the longer-term work we’ve described above.
- 3.3.1.6 Pre-decision arrangements based on the Forward Plan rely on the accuracy and quality of that Plan to work properly.

3.3.2 Pre-decision scrutiny some time before the decision.

Ensuring early and regular engagement between the executive and scrutiny – authorities should ensure early and regular discussion takes place between scrutiny and the executive, especially regarding the latter’s future work programme.

Statutory guidance on overview and scrutiny in local and combined authorities, paragraph 11, p9

- 3.3.2.2 For example, a scrutiny chair may be aware that the authority plans, in nine months, to agree a new housing strategy or review a partnership or contract arrangement which is due for renewal in the near future. He or she can plan the committee’s work programme to look at some or all of the key elements of that strategy as they are being considered – key pieces of evidence (such as proposed housing targets), emerging priorities (dealing with shortages in social housing), financial implications (budgets to be spent on maintenance) and the extent to which the authority is engaging with key stakeholders (by speaking to tenants and leaseholders). It is important to ensure that this work aligns with the work being undertaken by the executive in developing the final decision. This is the only way that you can be sure that the work will ultimately have value.
- 3.3.2.3 This kind of scrutiny may well be in-depth. To be carried out properly it will need more time and resources to be allocated to it. As such, it may make sense to reserve its use to major decisions and significant strategic matters. It will also require a commitment to openness by the executive, along the lines we set out in section 2.1.1.
- 3.3.2.4 There are several tangible benefits to this form of scrutiny:
 - Challenging assumptions and making evidence-gathering more robust. Scrutiny can gather its own evidence to contribute towards the decision-making process, and can triangulate evidence being used by the council against that held by other partners and stakeholders. It can consult those directly affected by the decision impartially and independently. It can look at projections relating to the impact of the decision – financial, social, economic, environmental – and consider whether those projections and assumptions are justified.
 - Developing realistic plans and targets. Several months before a decision is made, the ultimate outcome – in terms of substantive targets – will probably not have been finalised. Scrutiny can

help to impartially develop challenging but realistic target that will be focused on outcomes rather the outputs, and which will be more difficult to “game”.

- Securing ownership and buy-in to the final decision. Engaging with scrutiny will help the executive to understand the expectations of the wider group of elected members and, by extension, the public (see below). This should ensure that the final decision takes account of such expectations and may reduce the risk of call-in or political disagreements which will hinder the decision’s ultimate implementation.
- Engaging with and satisfying the public. Around the country scrutiny has, in recent years, significantly enhanced its capabilities in engaging with the public. This expertise can be brought to bear in helping the council to understand local needs, with this engagement being led by councillors who approach this discussion with no vested interest or stake in the final decision.

3.3.2.5 The amount of time devoted to the work will depend on the extent to which it is considered to be a priority by scrutiny councillors. The usual principles around adding value, ensuring impact, prioritisation and work programming will apply.

3.3.2.6 In all other respects, pre-decision scrutiny should not differ from other kinds of scrutiny investigations.

3.4 Timing: post-decision scrutiny

3.4.0.1 There are two obvious forms of post-decision scrutiny – call-in (where a decision which has been made, but which has not yet been implemented, has that implementation delayed) and post-decision review of performance and finance information, which might take place six months or a year after a decision is made.

3.4.1 Post-decision review

- 3.4.1.1 The post-decision review of how a decision has been implemented forms part of the way that scrutiny more generally reviews and oversees services and support offered to local people.
- 3.4.1.2 Some of this will be expressed through review of performance, finance and other management information. Comparison with the set objectives and expected outcomes of a decision will give a sense of whether those objectives were realistic and whether a decision was “successful”.
- 3.4.1.3 This requires that decisions, and council objectives, should have some defined measures of success. Ensuring that this happens – that officers and members of the executive clearly understand the impact that decisions and changes in policy will have – can form an element of the pre-decision scrutiny processes that we describe above in section 3.3.
- 3.4.1.4 Because of the volume of key decisions being made and implemented, scrutiny will need to exercise discrimination in how it carries out this kind of post-decision review. It is likely that the same kind of escalation methods that we describe elsewhere can be applied here.

3.4.2 Call-in

- 3.4.2.1 Call-in provides a mechanism for councillors to intervene when they feel that a decision being made by the executive needs to be revisited (or possibly changed). It should, however, be regarded as a measure that is only needed in exceptional circumstances, rather than day-to-day. It sits in the context of a range of other tools at scrutiny’s disposal to influence decision-making.
- 3.4.2.2 The law says that scrutiny has a power to review or scrutinise decisions made but not implemented by the executive, which includes a power to recommend that the decision be

reconsidered by the person who made it. Statutory guidance exists to govern how councils carry out call-in work.

3.4.2.3 Generally only “key decisions” made by the authority are subject to call-in, although councils may decide in their constitutions to expand the scope of their call-in powers to allow other decisions to be scrutinised. Key decisions will for the most part be decisions made by members of the executive as individuals (where a power for individual members of the executive to make decisions is delegated from the the executive) or by the executive as a whole. However, guidance states that “it may be appropriate for key decisions made by officers to be subject to individual call-in”.

Scrutiny committees do have the power to ‘call in’ decisions, i.e. ask the executive to reconsider them before they are implemented, but should not view it as a substitute for early involvement in the decision-making process or as a party-political tool.

Statutory guidance on overview and scrutiny in local and combined authorities, paragraph 11, p10

3.4.2.4 The current definition for key decisions derives, in England, from legislation. Councils have used this to derive their own local definitions. Generally speaking, this will consist of:

- A financial threshold – so decisions with financial implications over £100,000, £200,000 or £500,000 might be key decisions, for example;
- A geographic threshold – so key decisions must affect two or more wards.

3.4.2.5 Key decisions must be notified publicly. Since 2012, councils in England have been obliged to give 28 days notice of planned key decisions (with provision for a shorter timescale in the case of urgency). This notice is usually provided by way of a “schedule of key decisions”, sometimes referred to as a Forward Plan.

Who can exercise call-in powers?

3.4.2.6 Different councils have established a range of requirements for a call-in to be valid.

- **Eden:** a decision may be called in by three members of the council in respect of an executive decision;
- Kingston: a committee system authority which has a system of “community call in” whereby 100 “interested” people (an interested person being someone who lives, works or studies in the borough) or 9 councillors can call a decision in: <https://moderngov.kingston.gov.uk/mgCommitteeDetails.aspx?ID=347>;
- Southwark: a decision may be called in by three members of the overview and scrutiny committee: <http://moderngov.southwark.gov.uk/documents/s53426/Call-in%20Procedure.pdf>

3.4.2.7 In some authorities, the requirements on who can and cannot exercise a call-in acts as a “de facto” bar to call-in being exercised at all. For example, a council’s constitution may require that three councillors on a given committee must request a call-in where the maximum number of opposition councillors on any committee is two, or may require that the chair of a committee “sign off” a call-in request, when all of those chairs are members of the majority party.

How does the process work?

3.4.2.8 The call-in process differs from authority to authority, but generally follows the following form:

- Members and the public are notified of the planned decision 28 days before it is made;
- The decision is submitted to the decision-maker; this submission, made by an officer, is sometimes placed on public deposit at this point;
- The decision is made by the decision-maker, who in the case of an executive decision may be a Cabinet member or the whole Executive;
- Notification is sent to the chair of the relevant overview and scrutiny committee (and sometimes to a wider group of members) that the decision has been made, usually within two days of the decision being made, advising of the timescale for the exercise of the call-in powers. There are usually five clear working days between the notification and the implementation of the decision. The implementation of the decision is essentially automatic, and no further notification needs to be given before it goes into effect;
- A request for a call-in is made, in accordance with the council’s local rules of procedure. The Monitoring Officer may determine that a request is invalid – for example if it does not have the correct number of signatures;
- If a valid request for a call-in is received, a meeting of the relevant overview and scrutiny committee is convened. There is usually a time limit for this;
- The meeting takes place. The committee takes evidence and decides on what action to take. They may agree that the decision may be implemented, or they may recommend that it be changed, or that it be withdrawn entirely;
- The executive responds. An executive meeting will be convened to decide how to formally respond to scrutiny’s recommendations. If the executive decides to continue to implement, there is no further right of delay. If it decides to withdraw the decision and place it back on the Forward Plan subject to resubmission at a later date, on this subsequent occasion councillors will still have the right to request a call-in.

What will happen at the meeting?

3.4.2.9 Different councils take different approaches to their management of call-in meetings. Many have protocols to define how call-ins will be carried out.

3.4.2.10 Call-ins can be discussed at an ordinary committee meeting, but given the timescales involved it is more common for a special meeting to be called. It is usual for the Executive member and the chief officer for the service involved to be invited to give evidence. However, it is at the discretion of the Chair how the meeting is run, and he/she may invite others to give evidence. This might include other council officers, members of the public directly affected by the decision or representatives of partner organisations. 3.4.2.11

There will also be variance in the information provided to members in advance of the meeting. Often, councils make the decision notice and the report underpinning the decision available. It is not common for wider evidence-gathering activities to be undertaken – there is usually no time to do so. While timing will be a significant constraint, ensuring that the panel have access to a carefully selected amount of relevant information, and early discussion between the chair and other members of the panel, will help to manage the session better.

3.4.2.12 At the end of the meeting, two approaches can be taken to reach a conclusion:

- The Chair and the committee can withdraw briefly to consider their recommendations in private. This can be a useful approach if the Chair feels that the committee might want to make narrative recommendations other than that the decision should or should not be implemented;
- A vote can be taken immediately to decide whether the committee wish to recommend that the decision should be implemented or not.

3.4.2.13 Opinion about the general value of call-in is very mixed across councillors and officers around the country. Views have been expressed that it is too open to “abuse” for “party political reasons”, although a call-in driven by party politics could still be perfectly valid and reasonable. Councils with strong pre-decision scrutiny may consider call-in to be less vital.

4. Using evidence and gaining expertise

4.0.0.1 There is a lot of evidence and information available that scrutiny can and should apply to its work. Scrutiny should always be informed by evidence. However, evidence will always be subjected to competing interpretations – influenced by the subjective perspectives of those interpreting it, and by the way it is “triangulated” with other sources of information.

4.0.0.2 The task of scrutiny lies in understanding what evidence does and doesn’t tell us about how local people experience the support that councils and their partners provide; it is about teasing truths out of these perspectives and building policy solutions to match.

4.0.0.3 There will always be challenges attached to this work. In brief, these include:

- Challenges in getting hold of information in the first place. Councillors sitting on scrutiny committees have enhanced information rights, under Regulations – including some rights to access information which might be classified as commercially confidential. Particular challenges, however, can apply when trying to access information held by partners (which we address in section 4.1.2, and which the guidance covers in paragraph 45 onwards).
- Being buried in a morass of information, and feeling that scrutiny has to look at everything – which is covered in section 4.1
- Not duplicating work carried out by others. The executive, senior officers and others will also be overseeing services and intervening to bring about improvements where necessary.

4.1 Keeping a watching brief

4.1.0.1 In commenting on work programming, role and prioritisation we noted the importance of maintaining a watching brief on the local area, and how local people experience – and influence – the services delivered to them by public bodies and others. The guidance makes specific reference to members’ ability to access a digest of information about the area.

4.1.0.2 This feeds directly into work programming, as evidence and information allows scrutiny to make informed judgements on what it should be looking at.

4.1.0.3 There are a large number of sources of information to which scrutiny has access.

4.1.1 Principal sources of information: from within the council

4.1.1.1 Where councils undertake pre-decision scrutiny in particular (see section 3.3.0.1 above) the Forward Plan (or “schedule of key decisions”) will be a crucial document. Other key sources of corporate information might include:

- The Council Plan – will take different forms but should clear set-out the priorities and outcomes the council (and possibly with partners) is seeking to achieve for the place. This will be supported by supporting strategies (partnership, departmental, cross-organisational. These should be based on background evidence, which you should also be able to access;
- Partnership plans and strategies. Partnerships – like Community Safety Partnerships and Local Enterprise Partnership will have plans and strategies to direct their work. There should be background evidence for these documents too;
- The council’s overall budget and policy framework;
- The medium term financial strategy (MTFS), which sets out a rolling three year picture of the future of the council’s finances;
- Quarterly performance reports. Departments of the council and their partners will normally produce quarterly scorecards and reports which will provide a snapshot of current performance;
- Quarterly finance figures. These will explain how the council is spending according to projections, and will give a good idea of unexpected expenditure, and issues which may lead to overspends and underspends at the end of the year;
- Risk registers. The council should have a clear idea of what the risks are in the implementation of major policies, and in the ordinary day-to-day delivery of services. Analysis of risk registers on an ongoing basis will mean that scrutiny can understand what the impacts might be if risks are likely to occur, and what steps can be taken to mitigate. The council’s internal audit function also has a role to play in overseeing the management of risk;
- Complaints digests/information. Looking at complaints against the council in general (ie, not analysing specific, individual complaints, but looking at major themes and issues) may give a good idea about where problems might lie
- Internal improvement plans. From time to time the authority will identify problems or issues with its own services. This may be as a result of internal reviews – either carried out by the council’s own officers or by external consultants – and may result in operational action plans to bring about improvements.
- External improvement plans and activities. The LGA carries out corporate improvement work with councils including corporate peer challenges – reports from these might be useful. Formal inspection of some council services are carried out by bodies like Ofsted and CQC.
- The Council’s own research and insight. To support the development of departmental, council or partnership programmes, councils will carry out research and analysis – sometimes procured from external organisations.
- Information from benchmarking clubs. Many councils voluntarily share performance information with others to help with improvement and mutual learning; CIPFA provides some

of this support, as does the LGA. Many also share information more widely using the LG Inform system (<http://lginform.local.gov.uk/>).

- Information from ombudsman investigations.

4.1.1.2 Less formal, but no less useful, forms of information are available corporately which will help you to do your work.

- Feedback from consultations / residents panels. The council will periodically consult with local people on major decisions; the council may also organise a residents' panel, which it will survey for their opinions on key local issues;

- Feedback from frontline staff. There will be formal, or informal, ways for middle and senior managers to get feedback from frontline staff about the service they deliver. Getting hold of this information can be valuable for scrutiny.

4.1.2 Principal sources of information: from elsewhere

4.1.2.1 Beyond the council, information can be accessed from a range of sources. Partners will hold management information of the type mentioned in 4.1.1 above. The public will also have insights into local issues. Regular reference to public debate and discussions – wherever they happen – ought to be a feature of scrutiny's "watching brief". In section 4.4 on the voice of the public, we mention the proactive use of social media and monitoring of things like Facebook groups.

4.1.2.2 The guidance makes reference to steps that authorities can take in attempting to access information held by partners (paragraph 46, p19 onwards)

4.1.3 An information digest

4.1.3.1 The way that members use information needs careful thought. In many councils, a number of the sources of information we have highlighted in sections 4.1.1 and 4.1.2 would be reported to committee on a regular basis as a matter of course. This is not especially productive. Reporting information to note, or for general comment, is not especially productive for two main reasons:

1. It makes triangulation between evidence sources more challenging, and hence makes it less likely that information will be used as a source of evidence for other scrutiny work.
2. By the time such data reaches committee, it is likely already to be out of date. This is particularly the case where data is reported to committees which meet quarterly.

4.1.3.2 For this reason we suggest that, instead of using committee as a clearing house for this information, members instead receive it more regularly, and informally, by way of an information digest, as highlighted in the guidance at paragraph 40. It is more useful to think of these various different kinds of corporate evidence sources as background information, to which scrutiny members have regular access, and which they can use to drive and inform their wider work.

4.1.3.3 Having a digest of information, to which members have regular access, can help to manage both this issue, and the risk of councillors becoming bombarded with a morass of data which they cannot work through quickly and easily. What this digest contains would depend on scrutiny's overall role. For some, performance, finance and risk data might form the core of such a digest. For some, the net will go wider. The critical thing is to use this information to identify those issues which may require further in-depth investigation.

4.1.3.4 In addition, there may be information available in online management information systems, updated in real time by officers. The benefit that this brings is that it allows members to look at raw data, making their own links between performance issues, and identifying connections

(based on their unique perspective as elected representatives, and given the detailed knowledge they will have of their wards) which officers may have missed. However, this relies on members having the confidence and skills to access and use this information, and also on ways in which to feed members' views through the scrutiny process itself.

- 4.1.3.5 Encouraging members to access the same management information as senior officers means that they can independently decide which issues they think are sufficiently important to raise at scrutiny. An approach based exclusively on officer reports in effect makes this judgment one for officers alone.

4.1.4 Triangulation

- 4.1.4.1 Using evidence effectively means triangulating it. This means looking at it alongside other sources of data, to see what themes emerge (and whether different evidence sources disagree about services being provided on the ground).
- 4.1.4.2 For example, you might triangulate customer complaints data with performance information, finance information and risk registers, to take a comprehensive view of the performance of a given service. While performance information may suggest that all targets are being met, the service may be overspending and complaints data may demonstrate that the public are unhappy with the level of service being provided; an issue which has not been identified in the risk register as needing action. Linking together information in this way allows judgments to be made about difficulties which can help to frame and focus solutions in a way that will be useful to officers delivering the service on the ground.
- 4.2.4.3 Triangulating evidence in this way is not a complex science but there are a number of issues to consider in doing so:
- How different sources of evidence will be weighed – not all evidence and information is of equal value. Some kind of complex, quasi-scientific weighing exercise is probably not required, but having a general sense of what should be afforded more attention, and less, is necessary;
 - How much evidence is needed in order to come up with an accurate picture. There may be a tendency to seek out more and more information in order to establish the most “comprehensive” picture possible, but this may be resource intensive and add little to the evidence gathering process. Officers and members should discuss between them the most appropriate balance. The suggestion of an information digest, in section 4.1.3, is an attempt to manage this challenge.

4.2 Understanding enough to scope reviews

- 4.2.0.1 One of the principal challenges for any scrutineer is gaining a swift understanding of a topic being investigated. This is particular the case when a review, or inquiry, is being scoped (or planned).
- 4.2.0.2 Done properly scoping is a managed, swift process of initial research and design. But it can quickly become a process of detailed substantive research itself, and it can easily be unfocused and unproductive. Getting “up to speed” on a complex topic – enough to be able to tease out the right issues in the right way, and enough to be prepared to make recommendations and deliver outcomes which will make a real difference – is difficult.
- 4.2.0.3 There are two elements to this – members need to understand the strategic context (4.2.2) in which their work sits and the local issues (4.2.3) that make the issue particularly pertinent to residents. Some of this will have been sketched out during the work programming process, but scoping provides an opportunity to dig further into the issues and better understand them.
- 4.2.0.4 A necessary prerequisite is both of these elements is member ownership – members having

the confidence and ability to understand the strategic context and local implications. This relates to councillors' skills and capabilities, which we cover in section 6.2.1

4.2.1 A process for scoping

4.2.1.1 Unless planned properly scoping can be a lengthy exercise. A good scope sets out:

- The topic of the review, and an explanation for why the topic is being framed in the way it is – including a reference back to scrutiny's overall role;
- The objectives of the review and its expected impacts and outcomes;
- The strategic context;
- The overall method (and why it's the right method for this topic at this time);
- The key individuals and groups involved, and how they will be involved;
- Other key sources of research which will be used, how they will be analysed, by whom and when;
- The timescale for the review – when meetings will happen, where, and who will be involved;
- A communications plan relating to all the above;
- A statement of the resources which will be necessary to deliver the above. We cover resources in more detail in section 6.3.

4.2.2 Member ownership

4.2.2.1 Members direct and own the scrutiny process, and this goes for scoping as well. In some councils scoping is primarily led by officers, who will carry out background research and deliver a scope to members for approval; the need for member ownership demands a more proactive approach from councillors.

4.2.2.2 Scoping will involve the selection of members to undertake a review. In general:

- Membership should be defined and agreed by the group's parent committee;
- The parent committee should also decide on who should chair;
- While party whips may nominate members to sit on groups, the ultimate decision rests with the committee and the committee chair;
- As far as possible, membership should loosely reflect the political proportionality of the authority (the only caveat being that attempts are usually made to involve smaller parties where they otherwise would not be entitled to a seat);
- Members (and even the chair) need not be drawn exclusively from the group's parent committee – any member can be nominated to participate;
- Decision-making in the group (deciding on the wording of a final report, deciding on recommendations) should be undertaken through consensus rather than through a vote, given the fact that the membership may not directly reflect political proportionality.

4.2.3 Getting to grips with the strategic context

4.2.3.1 Councillors and the officers supporting a review need to start by understanding the strategic context within which the council operates. This is about:

- National policy. Understanding the constraints within which the council and its partners

operate is important; this can also, for certain subjects, incorporate academic research (with which a technical adviser might be able to help) and research from local government thinktanks;

- The council's position amongst its partnerships, and the collaborative context. Across the "place", professionals beyond the council will work together to deliver services and manage issues that affect local people;
- The strategic, governing documents that direct the council's action. Some of this information is highlighted in 4.1.1 above – departmental or corporate plans that provide a framework for the council's activity in a given area.

Sources of information on national policy

There will be professional associations, think tanks and other bodies who will carry out research and hold information on substantive policy issues.

There are particular organisations who can be a particularly useful source of information on matters relating to local government and local services in general. These are:

- The Local Government Association (LGA). The LGA is the membership body for local councils in England and carries out policy and best practice research on a range of issues. The LGA has a research and information team specifically tasked with gathering data on local government activity and performance, and operates a system called LG Inform which can provide comparative data on key service metrics.
- The Chartered Institute of Public Finance and Accountancy (CIPFA). CIPFA is a membership body for public sector finance professionals. All s151 officers and many other local government finance professionals are members. Councils can also hold institutional membership of a large range of subscription-based advisory networks, which provide additional support, research and support on local finance issues. CIPFA also provides "nearest neighbour" benchmarking services, and a range of other data and analytics services, for its members.
- The Society of Local Authority Chief Executives (SOLACE) is a membership body for senior local government leaders. It carries out policy research and makes comment on a range of local government policy and improvement matters.
- The Local Government Information Unit (LGIU) and the New Local Government Network (NLGN) are membership bodies to which individual councils may subscribe. They provide briefings on emerging areas of policy and detailed research on a range of matters relating to local services.
- Localis, IPPR, Demos, IFS and Reform are a selection of think tanks who occasionally or regularly carry out research on matters relating to local government.
- The Institute for Government carries out research on the machinery of national government and the civil service which may be useful in understanding how national policy which affects local issues is developed and implemented.
- Parliamentary resources – select committee reports, House of Commons Library research briefings, research carried out by the National Audit Office and so on;

In reading research carried out by think tanks it is worth reflecting on the political affiliation and funding arrangements of the organisation in question. Some thinktanks avowedly approach public policy issues from a particular political standpoint. Some have opaque funding arrangements which could be seen as casting doubt on the independence of their research. Triangulation of this research with other information is therefore important.

CfPS provides a helpdesk function for councils and councillors on matters relating to scrutiny. We can signpost you to further resources and information that might be helpful as you scope and design reviews.

4.2.3.2 Strategy may seem esoteric but it is vital in ensuring that recommendations – when they come – are couched in practicality. Strategic challenges may also provide a barrier to the effective implementation on policy – a critical matter for scrutiny.

4.2.3.3 The effectiveness of strategy can be evaluated using a variety of mechanisms:

- SWOT analysis – considering the strengths, weaknesses, opportunities and threats relating to the council (and its partners’) approach to an issue and seeing if this is reflected in strategy;
- Testing / triangulating it against the strategies and plans of other partners, to identify alignments and areas of divergence;
- Triangulating it against the views of local people (see 4.2.3).

4.2.4 Understanding the issues on the ground: user-centred design

4.2.4.1 How local people are affected by the issue under study will have an influence over how a review is scoped.

4.2.4.1 This is primarily an issue of framing. Some of the most powerful scrutiny is that which is carried out on the basis of local people’s experiences – and which is framed accordingly. This means that the topic is not being looked at from the same, institutional perspective that council officers may be used to – raising the opportunity to effect real change.

4.2.4.2 Getting an understanding of this perspective is not necessarily difficult. It may be that advocacy groups, and other groups (such as community groups) who have a representative role of sorts can be engaged with in planning – for example, tenants and residents associations. Some of these people could take an active part in the review itself by way of technical advice or co-option (see section 4.2.4). Service users will be an extremely useful source of information and introductions can be effected, or mediated, through service departments – or directly through local groups. Scrutineers will get a partial view of the issues through these individual conversations but these personal testimonies can serve to bring a topic alive and suggest opportunities for more detailed research.

4.2.4.3 Sharing power within the scrutiny process with local people – through providing them with a voice in scoping, and through co-designing work which is centred on their needs and driven by their aspirations – can be a powerful way of demonstrating scrutiny’s sincerity in understanding local people. It can particularly help to demonstrate good faith to marginalised individuals or groups who might otherwise be suspicious or cynical about councillors’ intentions in wanting to work with them.

4.2.4.4 Such approaches can be resource intensive. They will not be appropriate, or necessary, in all cases.

4.2.5 Technical advice and co-option

4.2.5.1 Many councils appoint co-optees – members of the public with a particular expertise or interest – onto review groups. Appointment of co-optees in this way tends to be more effective than their appointment to sit on a committee, because a task group is not open-ended and has a defined purpose, enabling individuals to be chosen for a specific purpose. Some councils maintain a “co-optee pool” of local experts for this purpose.

While members and their support officers will often have significant local insight and an understanding of local people and their needs, the provision of outside expertise can be invaluable.

Statutory guidance on overview and scrutiny in local and combined authorities, paragraph 35, p16

Kirklees: volunteer co-option

Kirklees Councils carries out periodic recruitment exercises for volunteer co-optees. Co-optees sit on scrutiny panels and participate in the production of scrutiny reports.

4.2.5.2 The selection of co-optees is a delicate exercise. People need to be involved who have a specialism and expertise, but not people who might be closed-minded, or who would seek to push a particular viewpoint to councillors irrespective of the evidence gathered. People might be involved as co-optees where they add to the diversity of the review group, bringing insights and perspectives that councillors, on their own, cannot.

4.2.5.3 Technical advice can also be secured. A technical adviser provides support to a review group from an officer perspective, rather than sitting as a member of the group itself. Sometimes the line between “technical adviser” and “co-optee” can be rather blurred, which is why it is important to set out expectations and roles beforehand.

4.2.5.4 Information on statutory co-option (in the case of education co-optees, who must be appointed to certain scrutiny committees further to legislation) can be found at section xxxxx.

4.3 Gathering evidence to support reviews

4.3.0.1 Evidence to support scrutiny reviews is likely to come from a wide variety of sources.- many will be those highlighted in sections 4.1.1 and 4.1.2 above.

4.3.0.2 The guidance covers evidence sessions, and suggests ways to prepare and manage these sessions. It emphasises that the principles around evidence gathering apply equally to individual agenda items as to longer scrutiny reviews.

Effective planning does not necessarily involve a large number of pre-meetings, the development of complex scopes or the drafting of questioning plans. It is more often about setting overall objectives and then considering what type of questions (and the way in which they are asked) can best elicit the information the committee is seeking.

Statutory guidance on overview and scrutiny in local and combined authorities, paragraph 59, p25

4.3.0.3 Scrutiny can also gather evidence by

- Holding focus groups or workshops or survey users of a service or people affected by a particular issue. It may be that these workshops and groups can be designed and facilitated by local people themselves – local people are likely to have ideas about gathering evidence from their peers which may well be more sophisticated than those of professional officers. We cover this in more detail in section 4.4;
- Going on site visits (a good opportunity to understand issues “in situ”);
- Chairing discussions amongst experts – a “roundtable” exercise, bringing together local experts, can be an action-focused way of gathering evidence;
- In-depth review of written evidence and information – this may come from a variety of different sources, which should have been identified through the scoping exercise.

Further resources on gathering information from the public and other external sources can be found at section 4.4.3

4.3.1 Scope creep

4.3.1.1 As evidence is gathered it may provoke thought about issues which might not have been considered during the scoping exercise. It can encourage scrutineers to begin to depart from the scope – pursuing issues which may not have been properly envisaged.

4.3.1.2 Good scoping should limit the risk of this happening, but if it does the following questions might be borne in mind:

- Does the change in scope fundamentally change the nature of the work? A substantial shift in topic and objective is likely to be difficult to justify unless there were significant flaws in the scoping process;
- Would a change in methods still deliver the objectives anticipated – or deliver those objectives better? This may be justified – but again, good scoping can avoid method deficiencies;
- If the change is driven by political needs, what confidence do we have those issues will not continue once a change is made? Political difficulties can lead to work being frustrated.

4.3.1.3 By rights, a substantive non-trivial change to the scope will require reference back to the committee commissioning the work. Such proposals for changes should be recognised and the formal steps for change should be adhered to, in order to ensure accountability to the public body which has initiated the work in the first place.

4.4 The voice of the public

4.4.0.1 Listening to and giving voice to the public is central to scrutiny’s effectiveness. In section 2.3.1 we talked about giving the public an active stake in the scrutiny process – this section goes into more detail about what this might look like in practice.

4.4.1 The public’s needs

4.4.1.1 “The public” is not a monolithic group whose members can all be “engaged” in the same way. The various models and methods discussed in this section have to be thought about, and deployed, in the context of local people’s specific needs – as individuals, and as part of groups.

- 4.4.1.2 Some people may feel comfortable with formal, public meetings. Some may find these events highly alienating. Some people may face barriers in attending meetings, formal or not – not wanting to share their views in a public setting, caring responsibilities, language difficulties, difficulties with physical accessibility or simply a lack of confidence or disengagement from the political process which makes them disinclined to get involved.
- 4.4.1.3 People may feel that their personal experiences and testimony will be belittled by “professionals” and “experts” in whom they have limited trust, particularly if they have had poor experiences in the past.
- 4.4.1.4 Planning the engagement of people with these, and other, complex needs is not about somehow dumbing down the approach to scrutiny to make it more “accessible” in the views of officers and councillors. Members of the public can understand the nuances of the trade-offs that the council has to make in how it plans and delivers services, and can bring a significant degree of sophistication to any topic by speaking about their personal experiences in a way that is self-aware and reflective. They need to be trusted to be ceded the space, and the power, to speak on their own terms – councils, councillors and officers need the humility to listen and understand.
- 4.4.1.5 This suggests public involvement in the design and selection of the various methods that exist for “public involvement”. It may increase the effort required in the short term but it is likely to pay off.

4.4.2 Public attendance at scrutiny meetings

- 4.4.2.1 Scrutiny meetings can often be poorly attended by members of the public, although agenda items on particularly contentious topics can result in more people attending. Where this happens, it may need to be anticipated and logistical steps put in place to handle it – how large numbers of attendees will be physically accommodated, ensuring that the venue is accessible (including possibly choosing a venue other than the usual council offices).
- 4.4.2.2 By law, the council is obliged to make appropriate space available for the public to attend and observe, and it goes without saying that meeting rooms should be laid out with this in mind. Setups involving councillors and other participants sitting around a conference table with a large space in the middle of it, while a makeshift “public gallery” is formed of a half dozen chairs crammed into the corner of the room, is unlikely to present an especially welcoming environment, even if it does satisfy legal requirements.
- 4.4.2.3 Where people sit makes an important difference to public understanding of the scrutiny role. Who chairs the meeting, who the committee members are, who the officers are (and what their roles are) and who else may be in attendance may not be obvious to observers. Nameplates will help.
- 4.4.2.4 Research exists on the variety of ways that exist for rooms to be laid out.

Dr Dave McKenna has carried out research on effective room layouts for local government meetings, some outcomes of which can be found at <https://medium.com/local-democracy/how-to-design-the-perfect-council-committee-meeting-with-lego-63c919872d81>

- 4.4.2.5 Filming and recording is permitted in council meetings (Government guidance can be found at <https://www.gov.uk/government/publications/open-and-accountable-local-government-plain-english-guide>); facilities have to be provided to ensure that those filming can do so in a way that makes their work easier. People attending public, formal meetings can have no expectation

of privacy and so cannot stop filming or recording happening; if topics or witnesses require particular sensitivity it is best considered how evidence might be taken in a different way – through use of Part II or by convening meetings in a different way.

4.4.2.6 Many councils also webcast, and webcasting can bring a committee’s work to a wider audience. Councillors and others may want to comment on social media when a meeting is under way – council may want to live-tweet meetings.

4.4.2.7 Councils differ significantly in how they “manage” the input of the public at meetings. For formal committee meetings, the norm is to allow no public input whatsoever. Some councils have a defined timeslot for public questions, but this is for questions to be put to the committee, rather than to council decision-makers. The public can end up leaving such meetings frustrated and disengaged, as committee members are often ill-equipped to answer substantive questions. It is probably more worthwhile to take a more targeted approach. “Formal” spaces like this are often a poor place for the voice of the public to express itself in an unmediated form.

4.4.3 Other public meetings, and meetings involving the public

4.4.3.1 More informal public meetings – specifically designed to incorporate and involve the public – can be more welcoming to local people than formal committee meetings. A more open and flexible environment allows people to talk about their issues and concerns in a way that suits them, rather than suiting the formal requirements of the council.

4.4.3.2 Public meetings can still feel “owned” by the council. With the best of intentions it can be possible to “design” a public meeting with the objectives of a scrutiny review foremost in the mind, to “manage” contributions and to channel contributions in a way that makes the event feel safer and more predictable for those in charge, but frustrating for members of the public themselves, who may feel that the way that the meeting is organised and structured doesn’t make it a “public” meeting at all.

4.4.3.3 Public meetings may be appropriate for discussion of universal services (visible services, such as those relating to the environment, culture and so on). Where other services – social care, children’s services – are under discussion, their use can be more challenging. However, the opportunity for people affected by those services to share their testimony and experiences can be valuable and cathartic. Likely participants should therefore be engaged at the planning stage so they can direct how such meetings are managed.

4.4.4 More “informal” evidence gathering

4.4.4.1 A wealth of material exists online about the various other approaches that can yield results, rather than just large meetings. More traditional approaches – surveys, focus groups – can still be useful if properly designed.

A range of resources on engaging, involving and empowering local people can be found at:

- The LGA’s website: <https://www.local.gov.uk/topics/devolution/engaging-citizens-devolution/how-can-local-government-engage-communities>

5. Making and proving impact

- The charity Involve, whose guide “Public engagement: not just about the public” is a useful primer: <https://www.involve.org.uk/sites/default/files/field/attachemnt/Public-engagement-not-just-about-the-public.pdf>

5.0.0.1 Scrutiny’s purpose is to have an impact and this guidance outlines the many different elements involved in securing success. Key to this are two elements:

- Making effective, high quality recommendations;
- Understanding how those recommendations make a difference to local people’s lives.

5.0.0.2 Both issues reflect back on scrutiny’s role, and how it prioritises its work. Vagueness in those areas means that scrutiny is more or less guaranteed to be of low impact and effect.

5.1 Recommendations

5.1.0.1 Recommendations are the way that scrutiny can have an impact. Making good recommendations, and monitoring them, makes it more likely that scrutiny’s work will add value.

5.1.0.2 The guidance emphasises that the process for the development of recommendations should be iterative, and that it should be led by scrutiny members – the guidance also sets out a three stage iteration process for the refinement of recommendations.

Authorities draft reports and recommendations in a number of ways, but there are normally three stages:

- The development of a “heads of report” – a document setting out general findings that members can then discuss as they consider the overall structure and focus of the report and its recommendations;
- The development of those findings, which will set out some areas on which recommendations might be made; and
- The drafting of the full report

Statutory guidance on overview and scrutiny in local and combined authorities, paragraph 66, p26

5.1.0.3 We should note that it is not common for councils to describe their drafting approach in the way described above. It is quite common, for example, for steps i) and ii) to be conjoined. Most will follow a process that broadly reflects it even where it might be managed and structured slightly differently.

5.1.0.4 Scrutiny’s engagement in an issue should always be with recommendations in mind. Inquiring into an issue formally only to “note” it is not an effective use of time or resources.

5.1.0.5 The likelihood of making a recommendation that will “stick” will influence the decision of whether to put that issue on the work programme.

5.1.0.6 Ultimately, this is underpinned by having a clear idea about the return on investment of the work you are undertaking. CfPS has developed a model for establishing the return on investment of scrutiny work which starts with effective topic selection (including effective prioritisation of topics), and moving through the way in which the public and wider

stakeholders are engaged in designing the review, to the end result of producing a piece of work with clear, measurable and meaningful outcomes. More information can be found at https://www.cfps.org.uk/wp-content/uploads/cfps___social_return_on_investment.pdf

5.1.0.7 The report drafting process is a member-driven process – but drafting itself is likely to be carried out by officers. To manage this, the guidance suggests a three stage process that is intended to put members in the driving seat.

5.1.1 Recommendations – the “heads of report”

5.1.1.1 While few councils use a “heads of report” stage for their work, the guidance suggests it, and it is common practice in Parliament.

5.1.1.2 The “heads of report” are the key findings that will be used to formulate recommendations. They will incorporate key sources of evidence; the heads will also identify points of contention and how they might be resolved.

5.1.1.3 The heads of report will also set out the areas in which recommendations might be made, and in a broad sense what those recommendations might be.

5.1.1.4 The purpose of this document is to ensure member ownership of the overall findings and recommendations before significant work has been done to flesh out a report.

5.1.2 Recommendations – draft report

5.1.2.1 This is the first stage at which recommendations themselves are likely to be developed.

5.1.2.2 There is no single “best” approach to making recommendations. What they look like will differ from topic to topic and from council to council, However, there are some basic general principles.

- Recommendations should have a clear focus on outcomes “on the ground”. They should focus on a measurable change in a service, which you can use to establish the return on investment of scrutiny’s input. For example, a specific increase in resident satisfaction, a reduction in housing rent arrears, a reduction in the number of instances of anti-social behaviour in a town centre, and so on. You will be looking to identify the “payback” from scrutiny’s work – who benefits, and when? This will require you to make some assumptions about the past, present and future, but the more evidence you have the easier this will be;
- Recommendations should be evidence-based, specific and realistic enough to be implemented. Many of the other points we make below are implicit in this central requirement.
- Recommendations should be addressed to a specific person or group. Where responsibility for delivering a recommendation’s outcome is unclear, it makes it less likely that it will be implemented;
- Recommendations should engage with financial realities – for example, where a recommendation involves additional expenditure, it may increase the force of the recommendation if funding sources can be recognised. However, it should not be required for scrutiny to fully cost all of its recommendations; this is an issue for the executive. Return on investment might be a useful tool;
- Recommendations should be developed in partnership. You should be prepared to speak to the executive, to senior officers and to partners about recommendations in draft, before they have been agreed. Provided it is accepted that the decision as to what recommendations are submitted remains at the absolute discretion of scrutiny councillors, such discussions can help to ensure that recommendations are more robust and realistic.

- 5.1.2.3 Open-ended recommendations, where acceptance does not actually commit decision-makers to further action, should be avoided. For example, recommendations beginning, “The executive should consider...” or “The executive should investigate further...”
- 5.1.2.4 At this stage, once councillors have agreed a draft report the recommendations can be shared with the executive, and others to whom those recommendations are addressed. This should be to check factual accuracy rather than to invite substantive comment. The executive may wish to provide advice on how recommendations can be drafted and refined to maximise their impact, but the decision how to proceed should always rest with scrutiny.
- 5.1.2.5 Ensuring impact from scrutiny work hinges on making recommendations which are accepted by the executive, and which go on to be implemented. This will involve liaison and dialogue over work being carried out, and recommendations being prepared. The drafting stage is likely to be the best opportunity for this to happen – before formal signoff of a report and when changes can still be made which increase the opportunity for impact to happen. Formally, liaison will be between the relevant executive member (or possibly the Leader) and the relevant scrutiny chair, but in practice it may sit in the context of ongoing discussions between the relevant Head of Service/chief officer and the scrutiny officer responsible for the work.
- 5.1.2.6 It does not mean that the executive and scrutiny need to operate “hand in glove”. But liaison will need to happen, and it will include:

For scrutiny reviews

- Ensuring that the executive’s viewpoint is fully understood and reflected in scrutiny review reports;
- Sharing key findings with the executive before scrutiny reports are prepared;
- Talking to the executive about likely recommendations will be framed and drafted (and possibly sharing them in draft);
- Liaising with the executive over how success in implementing recommendations will be judged (and agreeing timescales).

For committee meetings

- When members of the executive and/or senior officers are asked to attend, being clear what the aims and objectives are of the session (including clarity over the content of any reports and presentations);
- Discussion beforehand over who should attend to give evidence;
- Trying to discuss beforehand what recommendations the committee might make on the day, and how the executive might respond to them.

5.1.2.7 These issues are addressed in more detail in the section on impact, section 6 below.

5.1.3 Recommendations – final report and the executive response

Recommendations should be evidence based and SMART, ie specific, measurable, achievable, relevant and timed. Where appropriate, committees may wish to consider sharing [recommendations] in draft with interested parties.

Committees should bear in mind that often six to eight recommendations are sufficient to enable the authority to focus its responses, although there may be specific circumstances in which more are appropriate.

Statutory guidance on overview and scrutiny in local and combined authorities, paragraph 67-68, p26

- 5.1.3.1 The review may have gathered a significant amount of evidence and it is probably necessary that this should be published in some form – but the report itself should focus on the outcomes that scrutiny wants to see, with evidence presented to support those conclusions.
- 5.1.3.2 The council - Generally recommendations should be addressed to members of the executive or the executive as a whole; where scrutiny operates in a committee system authority it will be to the relevant committee, and in a mayoral authority it will be to the executive Mayor.
- 5.1.3.3 Recommendations addressed to the council should relate directly to matters on which they can take direct action, either individually or in partnership with others. Recommendations should not be made that require the council to “lobby” others (including central Government). Where this might be thought necessary scrutiny should take the necessary steps to submit a recommendation directly to the proposed subject of such lobbying.
- 5.1.3.4 The council’s partners - Where a “partner” (under the terms of the 2007 Act) is being asked to respond to a recommendation, scrutiny should speak to the relevant organisation to find out:
- To whom the recommendation should be addressed;
 - Whether there are business planning issues of which scrutiny should be aware that require the recommendation to be framed in a certain way (even if the partner has agreed to the terms of the recommendation).

Responses

- 5.1.3.5 The executive has to respond to recommendations within two months of them being made. It is usual that after agreement at a scrutiny committee, recommendations are submitted to the executive. It is not unrealistic to expect that a substantive response will be provided at this stage, but practice will vary from council to council.
- 5.1.3.6 The position with scrutiny’s recommendations to partners can be more complicated. Partners are, in general, not obliged to respond, but prior liaison will make the risk of this happening less likely.
- 5.1.3.7 A response to a recommendation from a decision-maker should consist of:
- A clear commitment to delivering the measure of success (see above) within the timescale set out;
 - A commitment to be held to account on that delivery in six months or a year’s time (see below);
 - Where it is not proposed that a recommendation be accepted, the provision of detailed, substantive reasons why not.
- 5.1.3.8 It may be that arrangements for responses to recommendations forms part of an executive-scrutiny protocol.

5.1.4 Monitoring recommendations

- 5.1.4.1 The monitoring of recommendations can easily become an industry. Where recommendations are effectively drafted and sufficiently clear, the executive should be able to collect data that clearly demonstrates whether a recommendation has or has not been successfully implemented.
- 5.1.4.2 At some point, you have to stop monitoring recommendations. Usually this will be after six months or a year. Continued oversight on the issue in question then reverts to the standard “watching brief” that scrutiny holds over all services (see section xxx).
- 5.1.4.3 It should not be necessary to bring recommendation monitoring to committee. However, where recommendations have not been implemented, it may be appropriate to hold the Executive Member to account in a public forum to understand why not.

5.2 Demonstrating impact more generally, and improving scrutiny itself

- 5.2.0.1 Demonstrating impact is about being prepared to understand scrutiny’s effectiveness, and to improve it where necessary.

The prevailing organisational culture, behaviours and attitudes of an authority will largely determine whether its scrutiny function succeeds or fails. [...]

Creating a strong organisational culture supports scrutiny work that can add real value [...] in contrast, low levels of support for and engagement with the scrutiny function often lead to poor quality and ill-focused work that serves to reinforce the perception that it is of little worth and relevance.

Statutory guidance on overview and scrutiny in local and combined authorities, paragraph 7, 9, p8

- 5.2.0.2 It’s not possible to set out a definitive description of what good scrutiny work looks like, but we can give some examples of it. There are some common factors:

- Good scrutiny tackles issues of direct relevance to local people;
- Good scrutiny tackles issues where, through the unique perspective of elected members, it can add the most value;
- Good scrutiny is informed by high quality evidence;
- Good scrutiny is about talking to a wide range of people, drawing them together and building consensus;
- Good scrutiny is about challenging the accepted ways of doing things and acting as a champion for developing a culture of improvement in the local area.

- 5.2.0.3 Generally speaking, work that does all of most of these things is likely to be having a positive impact.

- 5.2.0.4 Being able to demonstrate your impact is a multi-stage process.

1. Firstly, you need to develop ways to establish what impact your work has currently;
2. Then, you have to identify ways to maintain or improve that level of impact – being aware of the need to work with others to do so;

3. Finally, you need to implement those improvements.

5.2.0.5 CfPS's "self-evaluation framework" can assist in this task - <https://www.cfps.org.uk/wp-content/uploads/CfPS-Scrutiny-Evaluation-v2-SINGLE-PAGES.pdf>

The **scrutiny self-evaluation framework** is a tool that officers and members, even those with little previous knowledge or understanding of scrutiny and scrutiny good practice, can use to evaluate their approach. It provides a member-led mechanism for understanding practice, and putting in place realistic actions to improve.

5.2.0.6 For authorities which feel that they would benefit from external assurance for their scrutiny function, CfPS also offers a "scrutiny improvement review" (SIR). The SIR is designed to expand on the themes in the SEF, and engages fully with the themes of culture, role and responsibility highlighted in the guidance. It is overseen and carried out by CfPS staff and expert consultants.

Scrutiny improvement review (SIR)

The SIR is designed to complement and build on the SEF. Its method is looser and more flexible as it is carried out by external CfPS experts to focus on those specific issues identified by local officers and members. More information can be found at www.cfps.org.uk/sir

5.2.1 Establishing what impact your work has currently

5.2.1.1 This can be difficult. We have set out some of the challenges and issues in a blogseries published in 2017. Some of the principal issues are:

- The act of scrutiny is itself of value – shining a light onto policy making and decision-making can itself lead to improvements in the quality of decision-making without you being aware that these have occurred. Deciding what things you do and don't look at involves an element of risk, too – at the beginning of a piece of work its final impact can be difficult to discern. But the more planning you do at the outset, the more confidence you can have that the work you do will make a difference.
- It is difficult to establish when something might have happened anyway, and when it happened because a scrutiny recommendation/investigation made it happen. In a number of instances the fact of a forthcoming scrutiny investigation will lead officers to review their own outcomes, systems and processes, and make changes as a result – this is "scrutiny having an impact" but is often something you'll only realise during informal discussions with the officers in question;
- Success in scrutiny depends on more than the assiduity and skill of the scrutineers involved. There can be a number of highly motivated scrutiny councillors, supported by some effective officers, carrying out high-quality work – but with a defensive executive and partners and obstructive senior officers, impact may be minimal;

5.2.1.2 Ways around these challenges may include:

- Looking at recommendations you make, and whether they are accepted and implemented
- Having a broader performance management system for scrutiny. Some councils have a performance scorecard for the scrutiny function. Care should be taken in the development of "KPIs for scrutiny", as measurement of processes rather than outcomes can lead to perverse

outcomes. Furthermore, the complex nature of the way that scrutiny makes an impact on the ground may make the use of KPIs less appropriate.

- Speaking to people inside, and outside, the council about work you've previously carried out. Going back and speaking to council managers, frontline staff and service users about work you've previously undertaken can often give you tangible examples of scrutiny's impact in a way that more formal management updates can't. Importantly, such discussions will help to disaggregate what might have happened anyway from the changes that scrutiny has been instrumental in bringing out – in effect, the things that would not have happened but for scrutiny's involvement.
- Looking at return on investment. The return on investment model can be a powerful one in establishing the “added value” that scrutiny brings to a topic.

5.2.2 Identifying and implementing ways to enhance impact

5.2.2.1 Once you have established what impact your work currently has, you can set out to enhance that impact. Conversations between members and officers, and others, will help to deliver change. The CfPS scrutiny self-evaluation framework provides more detail on these measures and reference our review support.

5.2.2.2 Any measures to change or augment the operation of overview and scrutiny should be led by scrutiny members themselves. It is not the role of the council's leadership or senior officers to unilaterally change scrutiny's methods of operation – although it is their responsibility to ensure that the structures and systems are in place to permit effective scrutiny to happen. In addition, the implementation of changes to scrutiny will require executive (and partner) buy-in. Positive change will usually require decision-makers to change their behaviour and attitudes towards scrutiny. This will be more important than any structural changes which might be agreed on. There needs to be a recognition that there is a collective responsibility to make scrutiny work.

5.2.2.3 Being able to articulate scrutiny's “value added” is important for a number of reasons – not least to justify the commitment of resources to the function, but also to contribute to the development of a culture where scrutiny is welcomed and encouraged (see section 1).

5.2.3 Securing agreement in a political environment

5.2.3.1 The process of enhancing scrutiny's impact (often carried out via a review of the scrutiny process) must be seen as a conversation between the executive and the scrutiny function. Scrutiny members should lead, in defining the function and their expectations of it, but the executive must work to ensure that it is doing all that it can to ensure that effective scrutiny can be carried out. This requires openness on the part of the executive, and a responsibility on all involved to be constructive and candid when considering scrutiny's impact on individual services, and the area as a whole. Political circumstances can make such candid discussions difficult, and as such, political factors need to be recognised and managed.

5.2.4 Accountability to full Council

5.2.4.1 In many authorities, the constitution (usually in the scrutiny rules of procedure) will incorporate a requirement for scrutiny to report periodically to full Council – often by way of an annual report, tabled by the chair of scrutiny (where applicable) and supported by the statutory scrutiny officer (again, where applicable).

5.2.4.2 Scrutiny is not, strictly speaking, “accountable” to full Council for its activities. The business of scrutiny is for scrutiny members to determine, so full Council has no role in (for example) determining the work programme or “clearing” or otherwise ratifying recommendations.

5.2.4.3 The relationship, and reporting process, should recognise this, but should also recognise that full Council still holds an interest in the work that scrutiny carries out.

5.2.4.4 Annual reports can provide, to full Council, this information and the assurance that scrutiny's work is effective and impactful. Annual reports vary significantly from council to council. For some they are narrative descriptions of scrutiny's activity, prepared specifically for full Council and drafted principally for readers internal to the council. In other places the opportunity is taken to use the annual reporting process to highlight where scrutiny has been able to make an impact, and/or as part of wider work to publicise scrutiny to the wider community. Which approach is taken depends on the role of scrutiny within the authority.

5.2.4.5 In addition to the submission of annual reports, individual scrutiny reports can be submitted to full Council.

Part of communicating scrutiny's role and purpose to the wider authority should happen through the formal, public role of full Council – particularly given that scrutiny will undertake valuable work to highlight challenging issues that an authority will be facing and subjects that will be a focus of full Council's work. Authorities should therefore take steps to ensure full Council is informed of the work the scrutiny committee is doing.

One way in which this can be done is by reports and recommendations being submitted to full Council rather than solely to the executive. Scrutiny should decide when it would be appropriate to submit reports for wider debate in this way, taking into account the relevance of reports to full Council business, as well as full Council's capacity to consider and respond in a timely manner. Such reports would supplement the annual report to full Council on scrutiny's activities and raise awareness of ongoing work.

Statutory guidance on overview and scrutiny in local and combined authorities, paragraph 11, p10

6. Committee structure, chairing and resourcing

6.0.0.1 There is no "right approach" to the structure of scrutiny committees. Some councils have a single one, others have many. Equally, there is no one right approach to chairing (including opposition chairing) or any agreement about what "adequate" resourcing of scrutiny looks like.

The resource an authority allocates to the scrutiny function plays a pivotal role in determining how successful that function is and therefore the value it can add to the work of the authority.

Ultimately it is up to each authority to decide on the resource it provides, but every authority should recognise that creating and sustaining an effective scrutiny function requires them to allocate resources to it.

Authorities should also recognise that support for scrutiny committees, task groups and other activities is not solely about budgets and provision of officer time, although these are clearly extremely important elements. Effective support is also about the ways in which the wider authority engages with those who carry out the scrutiny function (both members and officers).

Statutory guidance on overview and scrutiny in local and combined authorities, paragraph 15-17, p13

6.1 Structures for scrutiny

6.1.0.1 There are many different models for committee structures. No one is “best”, and trying to compare the committee structures of different authorities in the hope that transposing those models to your own set of circumstances will, on its own, lead to failure.

6.1.0.2 Scrutiny’s structures are often a reflection of the culture in which scrutiny operates and the role which has been agreed for it. There are a few common models.

- Single committee which does all the work. More common in smaller authorities, this approach sees all scrutiny work happening in a single, formal space.
- Single committee commissioning task and finish group. Here, a committee provides co-ordination of a number of task and finish groups – the committee will usually also undertake its own substantive work
- Two committees dividing substantive topics between them (eg “people” and “places”)
- Two committees dividing issues between them differently (eg “policy development” and “performance”)
- Multiple committees (sometimes involving a corporate committee which “leads” the function, sometimes not)

6.1.0.3 Form should follow function, and it is only when members and officers have a clear sense of the role of scrutiny, its approach to work programming and impact, that the structure to support that work can be properly evaluated.

6.1.0.4 Further detail on committee structures can be found in CfPS’s regular scrutiny survey, usually published annually in late autumn.

6.2 Chairing and membership arrangements

6.2.0.1 Technically, chairing and membership is in the gift of full Council, and the Council AGM in May is the usual point at which decisions on this are made. In practice, this means that things are largely in the gift of the executive. Membership of committees must be politically proportionate, but chairing need not be, and a council’s leadership can entirely legally give all scrutiny committee chairships to majority party members. A number of councils make chairships available across party groups, proportionately, but there is no requirement to do so.

6.2.0.2 It has been suggested that Chairs could be selected by secret ballot – being elected by their peers at full Council.

6.2.1 Chairing: skills and capabilities

6.2.1.1 The guidance sets out some expectations around the skillset and capability of chairs, as well as ordinary committee members.

When selecting individual members to serve on scrutiny committees an authority should consider a members’ experience, expertise, interests, ability to act impartially, ability to work as part of a group, and capacity to serve.

Authorities should not take into account a members’ perceived level of support for or opposition to a particular political party [...]

The attributes authorities should and should not take into account when selecting individual committee members also apply to the selection of the Chair, but the Chair should also possess the ability to lead and build a sense of teamwork and consensus among committee members.

Statutory guidance on overview and scrutiny in local and combined authorities, paragraph 27-28, 30, p16

6.2.1.2 Councils might want to think further about how they articulate the qualities of a good chair, and how they can provide assurance that the attributes mentioned in the guidance are being taken into account. .

6.2.1.3 Other members, as well as officers, have a responsibility to support and assist the chair. This is covered in more detail in 6.2.3 below.

6.2.2 Chairing: party politics and the use of the whip

6.2.2.1 Councillors sitting on scrutiny committees should not, at those committees, act in an overtly party political way. Scrutiny is meant to be a forum for the evidence-based discussion of issues affecting local people. This will involve discussion of politically contentious issues, which are likely to include disagreements, but these discussions shouldn't be framed by party political viewpoints.

6.2.2.2 Use of the party whip (sometimes known as "political management") is permitted in England.

6.2.2.3 Some councils in England use their constitutions to control the use of the whip but its informal nature and the fact that the council's Monitoring Officer is unlikely to know the detail of discussions at political group meetings may make these prohibitions difficult to enforce. The presence or threat of the whip being used as a disciplinary tool risks curtailing political debate and discussion and diminishing scrutiny's role as a neutral forum for meaningful discussion. It could also be seen as limiting the willingness of majority group members to challenge and hold to account their executive colleagues, or an undue focus by a minority group on political opposition rather than on the substance of scrutiny work.

6.2.3 Councillor membership

6.2.3.1 Membership of committees must be proportional to the political balance of the whole authority. Individual groups decide who they wish to nominate to sit on committees to fill the spaces available to them; membership is usually agreed at council AGM.

6.2.3.2 The guidance talks about the skills and capabilities, and other characteristics, of committee members, as mentioned above in respect of chairs at section xxx. It also mentions the importance of training and development.

Executive assistants

6.2.3.3 "Executive assistants" or "Portfolio holders' assistants" are councillors (usually in the majority party) who have been given an informal role by the council's executive to assist one or more members of the executive in carrying out their role. This role will sometimes be specified in the council's constitution but is not provided for in law. As such, decision-making powers held by members of the executive cannot be delegated to executive assistants, and executive assistants may take no formal part in decision-making.

6.2.3.4 As such, executive assistants can technically sit on scrutiny committees (members of the executive themselves are excluded).

Authorities are reminded that members of the executive cannot be members of a scrutiny committee. Authorities should take care to ensure that, as a minimum [our emphasis], members holding less formal executive positions, eg as Cabinet assistants, do not sit on scrutinising committees looking at portfolios to which those roles relate.

Statutory guidance on overview and scrutiny in local and combined authorities, paragraph 25, p15

6.2.3.5 We are not aware of any councils which, in their Constitution, specifically exclude executive assistants from sitting on overview and scrutiny committees, but in most instances their role is circumscribed, owing to the risk of a conflict of interest arising. This is likely to be far easier to determine with post-decision scrutiny, although the informal nature of the executive assistant role makes judgments even here difficult to make, requires subjective determination on the part of the person involved.

6.2.3.6 It is common, therefore, that in authorities where executive assistants exist and sit on scrutiny committees, they are assigned to sit on committees that do not reflect their portfolios.

Personal and family relationships

6.2.3.7 It is inevitable that members of scrutiny committees will have personal relationships with members of the executive – particularly in smaller councils and particularly where they are in the same political party. It is not uncommon for members of the same family to sit on councils and, under some circumstances, it is therefore possible that close relatives could find themselves sitting across the scrutiny table. The guidance mentions this risk in paragraphs 25 and 31.

6.2.3.8 Monitoring Officers will have to be alive to the risks, and perceptions, around how these relationships might interfere with the operation of scrutiny. It is impossible to hand down rules on this matter – what happens, and what works, will depend on determinations made at local level. But councillors should certainly be supported to understand how their personal relationships might influence their work on scrutiny – or might be perceived as influencing that work.

6.2.4 Co-option: statutory

6.2.4.1 There is a requirement, where a council is responsible for education functions in both England and Wales, for certain voting co-optees to be appointed to the relevant committee.

6.2.4.2 For most authorities, this will be two diocesan representatives (one Church of England or Church in Wales, one Catholic) and two parent governor representatives (one primary, one secondary, and both from maintained schools). Such co-optees have voting rights but they are not treated as opposition councillors for the purposes of political proportionality. As more schools (especially secondary schools) have academised, the role of the Parent Governor Representatives is becoming more uncertain. Areas without maintained primary, or secondary, schools will not need to appoint PGRs, as there will be no parent governors to act as an electorate. Provision does exist in the legislation for a change to the way that parent governor representation is expressed where there are few maintained schools in an area, but this change can only be applied by the Secretary of State.

6.2.4.3 Parent governor representatives are elected by all parent governors in the authority's areas. This election needs to be carried out by the authority wishing to co-opt them. Guidance was produced by Government in 2001 which provided further information on this, but this guidance appears no longer to be online.

6.2.5 Co-option: other

6.2.5.1 Council scrutiny functions have the opportunity to co-opt people from outside the council to sit either on scrutiny committees (as voting or non-voting co-optees), or on task and finish groups. Co-option to a committee requires that a council co-opt in accordance with a scheme established under s115 of the Local Government Act 2003.

6.2.5.2 There is no legal provision for co-option to task and finish groups, as T&F groups themselves are not mentioned in legislation. Task and finish groups may co-opt members without restriction. We highlighted opportunities around technical advisers or co-optees on task and finish groups in section xxx, but co-option onto formal committees is slightly different.

6.2.5.3 Most councils make provision in their constitution for the appointment of non-voting co-optees to scrutiny committees. Where an appointment is planned, arrangements for the selection of an appropriate person tend to involve an external organisation being asked to nominate one of their members, or a formal recruitment process being carried out if the person is being co-opted from the general population.

6.2.5.4 Non-voting co-optees will not affect the political balance of the meeting, but voting ones will (and allowances will therefore need to be made along the lines of those suggested above for education co-optees). Care should be taken in formal co-option in this way. There may be two reasons to co-opt:

- Expertise. A co-optee may possess particular technical skill or knowledge – often by virtue of being a representative of a particular organisation. Co-optees brought onto committees for their expertise will naturally have a large role to play when the committee considers items that relate to that issue specifically – but where a committee has especially broad terms of reference, this may not be the case;
- Personal characteristics. A co-optee may, by virtue of their background, have perspectives or insights that others on the committee may lack. Using co-optees to provide more diverse representation on a committee should be encouraged and welcomed.

6.3 Resourcing

6.3.0.1 The guidance also highlights three particular models of scrutiny support. These are explained below, along with reflections on scrutiny's value added. The wording used derives from CfPS research into scrutiny support models carried out in the mid-2000s.

6.3.0.2 Training and development support for officers is critical if they are to carry out their roles effectively. Bodies like ADSO provide representation for those in member-facing roles, along with CPD-certified courses.

6.3.1 “Specialist model”

6.3.1.1 The “dedicated scrutiny officer” model is still common in the sector, but less so than it was. There has been a drop in the number of dedicated officers since 2010, and a drop in the overall size of teams (where teams still exist).

6.3.1.2 Effective scrutiny is possible under a range of models but CfPS still considers that the specialist model provides the best opportunity for robust, high quality support to councillors.

6.3.2 “Integrated model”

6.3.2.1 Here, a single officer will provide administrative and policy support to a committee. This is an increasingly common model. An obvious shortcoming is that skillsets that combine excellence in policy support and excellence in administration are not necessarily common.

6.3.3 “Committee model”

6.3.3.1 This is the model where support is offered from within council service departments. While democratic services officers administer committee meetings, these “link officers” work with the chair to develop agendas and manage the work programme.

6.3.3.2 This model is not especially widespread and is problematic from the point of view of independence. It asks a lot of “link officers”; under this model, without the mediating work of officers working in democratic services, senior service officers might find themselves fielding large numbers of substantive queries from councillors.

6.3.4 The role of statutory officers in supporting the function

The statutory scrutiny officer

6.3.4.1 Combined authorities and councils are required to designate an officer as the “scrutiny officer”, in unitary and county areas (shire districts remain exempt from the requirement, although the guidance does suggest that they consider so designating an officer).

[The role of the statutory officer is to]:

- Promote the role of the authority’s scrutiny committee;
- Provide support to the scrutiny committee and its members; and
- Provide support and guidance to members and officers relating to the functions of the scrutiny committee.

Statutory guidance on overview and scrutiny in local and combined authorities, paragraph 18, p13

6.3.4.2 All councils are required to appoint a monitoring officer, a head of paid service and a s151 officer. Collectively these three officers have been termed the “golden triangle”. The statutory scrutiny officer also fulfils a vital role – to support the scrutiny function and to promote it within the organisation.

6.3.4.3 The role is especially important as scrutiny officers, and democratic services officers, will often hold positions in the organisation’s hierarchy that are comparatively junior. The process of carrying out scrutiny will involve them speaking to chief officers and other senior members of staff (and to councillors on the executive). The inevitable power dynamics involved could present problems where a council has an unproductive political and organisational culture. Officers supporting scrutiny members and committees can use the fact that they are empowered by members to their advantage, but properly navigating the relationships involved requires a significant degree of political awareness. This is a lot to ask; the position of scrutiny officers can, in some councils, be quite isolating. The Centre for Public Scrutiny is funded to provide substantive support on scrutiny and governance issues to both councillors and officers; scrutiny and democratic services officers who are members of professional organisations like the Association of Democratic Services Officers may find their support useful as well.

6.3.4.4 A positive working relationship recognises these power dynamics and highlights the need for the support of senior statutory officers – as champions both of the scrutiny function and of good governance more generally – to ensure that scrutiny and democratic services staff feel supported as they carry out their duties. This may be a feature that forms part of a scrutiny / executive protocol.

6.3.4.5 Difficulties will inevitably arise where there are disagreements about scrutiny's powers, role and remit. For example, questions over scrutiny's rights to require the attendance of certain people at meetings, disagreements over work programming, difficulties with acquiring and using information effectively, issues over resourcing, and so on. The role of the statutory scrutiny officer is a broad one, and the holder of that position is required to advocate on behalf of the function (and to protect its independence). In the first instance this will involve a discussion between the Monitoring Officer and the statutory scrutiny officer to consider the issues involved.

6.3.4.6 Those occupying these statutory roles need to have a nuanced and meaningful understanding of the scrutiny function in order to accurately make judgments about its operation when disagreements or other issues arise.

6.3.4.7 It is up to councils to decide who they designate to carry out this role. Some have chosen someone senior in the organisation; others have chosen a comparatively junior officer.

6.3.4.8 The arguments in favour of appointing a senior officer are:

- Gives scrutiny a high profile at a corporate level;
- Commensurate with other statutory posts such as the Monitoring Officer and s151 officer;

6.3.4.9 The arguments in favour of appointing a more junior officer are:

- Empowers those involved in scrutiny day-to-day with a statutory role and duty, which bolsters their visibility to the rest of the organisation;
- The responsibility for providing advice and guidance on scrutiny is a more obvious fit, in terms of skill-set, with an officer with practical experience of scrutiny;
- The other statutory posts relate to corporate functions across the authority, where the scrutiny officer role relates specifically to the council's non-executive activity, which is usually supported by a team or individual.

6.3.4.10 While the Act defines the statutory role as the "scrutiny officer", many councils appoint officers whose job title is "scrutiny officer", but who are not actually the statutory scrutiny officer. The role of statutory scrutiny officer in those councils may in fact be given to an officer who may not have the word "scrutiny" in their job title.

The role of the Monitoring Officer

6.3.4.11 The Monitoring Officer has three principal responsibilities:

- To report on matters they believe are, or may be, illegal or amount of maladministration. There is particular provision in the 1989 Act as to how these reports should be framed, and how they should be responded to. These are slightly different for authorities operating executive arrangements, and other authorities;
- To be responsible for the conduct of councillors and officers;
- To be responsible for the operation, review and updating of the constitution. This includes providing advice on the interpretation of the constitution, and making determinations where necessary.

6.3.4.12 The third of these responsibilities is arguably the one most relevant to overview and scrutiny.

6.3.4.13 Like the other two statutory roles, the role of Monitoring Officer will sit with an officer who has a broader array of duties. The Monitoring Officer will usually be the council's Director of Legal Services, or similar, and a chief officer. As such they will be involved in assisting with setting and delivering the direction of the authority at a senior level, as well as safeguarding good governance and the constitution. This makes the role of Monitoring Officer an extremely complex one.

This index provides a reference in the text of this guide by paragraph. References to what the guidance has to say about specific topics can be found at these points in the text, where relevant.

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Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities

	Guidance	How	Current position	How to address the Guidance
1	Recognising Scrutiny's legal and democratic legitimacy (pg 8)	Guidance and training for members and officers. Enshrined in the Constitution.	Yes - in part. Member training is in place, not all training needs are included.	Create a development plan, in line with the Member Development Programme to reflect the outcomes of the review. Create a handbook outlining the purpose of scrutiny and include scrutiny pages on the website/intranet/scrutiny toolkit. Review relevant sections of constitution.
2	Identifying a clear role and focus (pg 8)	Work programming and effective Prioritisation methods/tools.	Yes – in part Prioritisation Tool in place.	Review and refresh scrutiny guides, scrutiny tools and work programming. Develop job role descriptions for Chair, VC, scrutiny member and co-opted member. Review induction programme.
3	Ensuring early and regular engagement between the Executive and Scrutiny (pg 9)	An Executive-Scrutiny Protocol. Bi-annual meetings	No.	Develop an executive–scrutiny protocol. Set bi-annual meetings to engage Executive and Scrutiny Chairs and discuss key priorities
4	Managing disagreement (pg 9)	An Executive-Scrutiny Protocol.	No.	Develop executive–scrutiny protocol
5	Providing the necessary support (pg 10)	Effective use of resources.	No	Review use of resources. Develop Scrutiny -Officer protocol Regular briefing meetings with officers
6	Ensuring impartial advice from officers (pg 10)	Guidance and training for officers.	No.	Develop Scrutiny - Officer protocol Develop a scrutiny guide for officers. Schedule training and awareness for report writers.
7	Communicating Scrutiny's role and purpose to the wider authority (pg 10)	Intranet and Internet content refresh, newsletter, guidance and training for members and officers.	Yes – in part. Some content is in place but will be reviewed to reflect outcomes of the Review.	Develop Webpage Develop protocol for social media – facebook, twitter, newsletters etc. Links to the constitution, develop guides and publish on Webpage

	Guidance	How	Current position	How to address the Guidance
8	Maintaining the interest of full Council in the work of the Scrutiny Committee (pg 10)	Revised process for reporting on Scrutiny work to full Council. Enshrined in the Constitution.	No. Minutes of the SMB are received but not progress or outcome reporting	Quarterly scrutiny updates/ reporting to Council Add requirement to constitution
9	Communicating Scrutiny's role to the public (pg 11)	Internet content refresh, press releases (where appropriate), social media.	Yes – in part	Develop Webpage, some content is in place but needs to be reviewed to reflect outcomes of the Review. Develop protocol for social media – facebook, twitter, newsletters etc.
10	Ensuring Scrutiny members are supported in having an independent mindset (pg 11)	Guidance and training for members.	Yes – in part. Member training in place,	Review aspects of the member development programme to reflect outcomes of the Review. Develop Scrutiny Member handbook.
11	Resourcing (pg 13)	Decision on future resourcing of the function required.	Yes – in part Statutory Scrutiny Officer in place. To be determined.	Review future resourcing of the function.
12	Selecting Committee Members (pg 15)	Requirements of the guidance to be reflected in the Constitution.	Yes	Review relevant sections of constitution to reflect outcomes of the Review.
13	Selecting individual committee members (pg 15)	Political groups to consider the guidance when making their appointments.	No.	Political decision
14	Selecting a chair (pg 16)	Political groups to consider the guidance when making their appointments.	No.	Political decision
15	Training for committee members (pg 16)	Appropriate induction for new members to be developed and implemented. Training suite on Scrutiny matters to be developed.	Yes.	Create a development plan for members to reflect outcomes of the Review.

	Guidance	How	Current position	How to address the Guidance
16	Co-option and technical advice (pg 16)	Co-option Scheme to be amended depending on any identified changes that are needed to current co-option arrangements.	Yes.	Review relevant sections of constitution to reflect outcomes of the Review. Co-opted member job role description. Develop member guide
17	Power to Access Information (pg 18)	Information needs and asks from Scrutiny to be identified and programmed as appropriate.	Yes – in part.	Review work programming arrangements. Arrange regular agenda and briefing meetings with officers. Executive – scrutiny quarterly meetings.
18	Seeking information from external organisations (pg 19)	Chairs meeting with key partners. Building knowledge base of organisations locally.	Not in place.	Regular briefing meeting with officers Partner meetings to be scheduled
19	Being clear about Scrutiny's role (pg 21)	Work programming and effective Prioritisation methods/tools.	Yes.	Prioritisation tool and work programming arrangements to be refreshed. Develop guides and protocols.
20	Who to speak to (pg 21)	Public engagement mechanisms. Partner engagement mechanisms. Executive-Scrutiny Protocol.	No.	Develop engagement mechanisms. Develop social media protocol Develop Executive – Scrutiny protocol Develop Scrutiny – Officer protocol
21	Information sources (pg 22)	Information needs and asks from Scrutiny to be identified and programmed as appropriate.	Yes – in part.	Will form part of work programming arrangements above
22	Shortlisting topics (pg 23)	Work programming and effective Prioritisation methods/tools.	Yes.	Will form part of refreshed work programming arrangements. Tool and work programming arrangements to be refreshed.
23	Carrying out work (pg 23)	Structure – levels of task and finish groups/reviews/inquiry days that can be resourced to be determined and factored in to work programming.	Yes. Existing structure and processes are ongoing.	The structure to be determined to reflect outcomes of the Review.

	Guidance	How	Current position	How to address the Guidance
24	How to plan (evidence sessions) (pg 25)	Scoping documents, item briefs, agenda planning meetings, pre-meetings.	Yes.	Scrutiny tools to be refreshed. Arrange regular agenda and briefing meetings with officers.
25	Developing recommendations (pg 25)	Evidence-based and SMART. Share with interested parties (Executive, partners) when drafted.	Yes.	Scrutiny tools to be refreshed.

Key Actions for change

Develop the scrutiny webpage

Develop protocol for social media – Facebook, Twitter, newsletters etc.

Develop Scrutiny member handbook, guides and tool kit

Develop a scrutiny guide for officers.

Schedule training and awareness for report writers.

Develop protocols Develop an executive–scrutiny protocol / Develop Scrutiny -Officer protocol

Review aspects of the member development programme; create a scrutiny development plan, in line with the Member Development Programme to reflect the outcomes of the review. Review induction programme.

Review and make Constitutional change where necessary

Arrange quarterly briefing meetings with officers / chairs / executive

Arrange regular agenda and briefing meetings with officers.

Set bi-annual meetings to engage Executive and Scrutiny Chairs and discuss key priorities

Reporting to Council

Agree structure of scrutiny

Resourcing and supporting the scrutiny function

Develop job role descriptions for Chair, VC, scrutiny member and co-opted member.

Review work programming arrangements.

Partner meetings to be scheduled

Develop engagement mechanisms.

Q1 What do you think are the main purpose(s) of overview and scrutiny?

Answered: 28 Skipped: 1

The purpose of overview and scrutiny is to hold the executive and Cabinet accountable for decisions made on behalf of the council and citizens of the local authority.

To hold the executive to account, to investigate specific areas and bring more resources in terms of time and focus, to highlight areas of weakness etc

To provide challenge to Executive Policy decisions. To act as the voice of the people in holding the executive to account, on decisions which affect them or their community. To provide transparency to decision-making. To add value to policy making by looking into specific policy areas in more detail.

To scrutinise cabinet decisions and service delivery across the council
Maintain high quality standard and ensure accountability and transparency prevail.

Holding executive to account, transparency, evidence-based policy development, drives improvement and improves outcomes

To hold the decision makers to account.

To ask questions regarding council and services used by the public they are meant for.

To scrutinise the decisions of the executive and to influence policy, as well as partner organisations where appropriate.

To ensure procedure and policy are robust

Holding the executive to account and improving decision making.

Hold executive to account, improve services, voice of public.

To ensure transparency, good communication.

To make sure there is accountability for decisions made by the executive and officers.

To hold the Executive to account and to support their decision making.

To hold the executive to account.

Scrutinise the leadership on decisions, this is for the people out there !

To hold decision makers to account, to develop policy, to represent the public voice. To monitor service delivery and development. To carry out checks and balances.

To ensure the council is working well, using resources well, monitoring risks and reacting to legislative change. Overview and scrutiny makes sure decisions are robust and thought through by the decision makers.

Scrutiny can be innovative and look outside the box for better ways of doing things in Sandwell. It should reach out to public and partners, listen to their concerns and ask questions to consider how to improve the way the council does things in Sandwell and in the wider Combined Authority.
look over all council decisions.

Hold the executive and chief officers to account Provide the public and wider council with assurance.

Holding decision makers to account, policy development and influence.
The objective review decisions made by the Executive to ensure good policy is deployed.

hold the executive, to account add value and make a difference. Enable, being open and transparent policy development.

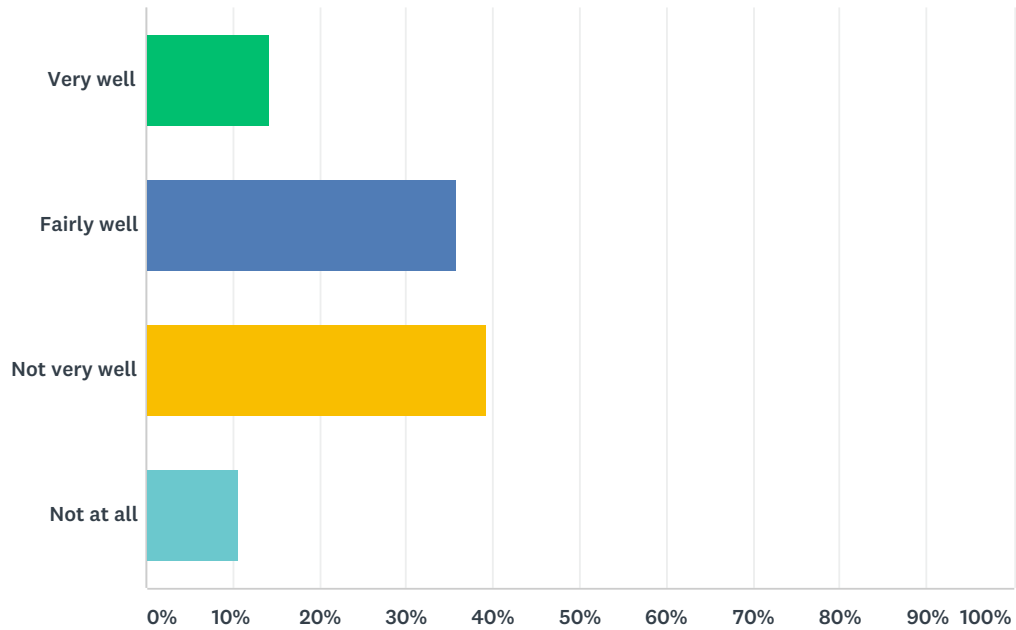
To call in and scrutinise key pieces of work linked to important issue relating to the borough and its citizens. To add value to current decision making systems and act as a critical friend where appropriate.

To check that transparency and best practices are at the forefront of Cabinet policies.

To ensure the Council is delivering to residents what it is promising.

Q2 How well do you think we achieve these purposes?

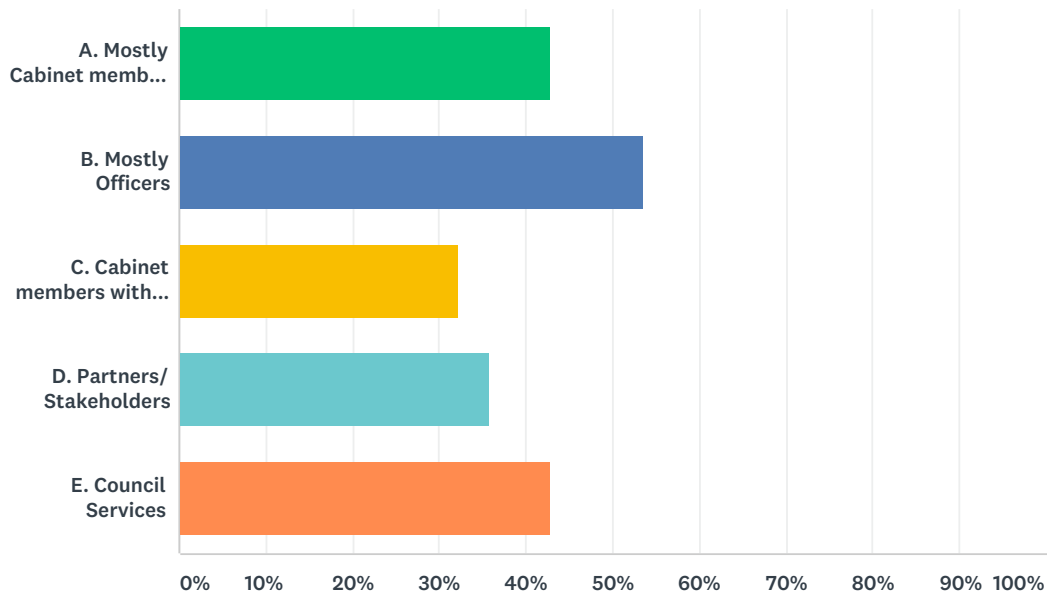
Answered: 28 Skipped: 1



ANSWER CHOICES	RESPONSES	
Very well	14.29%	4
Fairly well	35.71%	10
Not very well	39.29%	11
Not at all	10.71%	3
TOTAL		28

Q3 Who do you think scrutiny currently holds to account? Please tick all those that apply

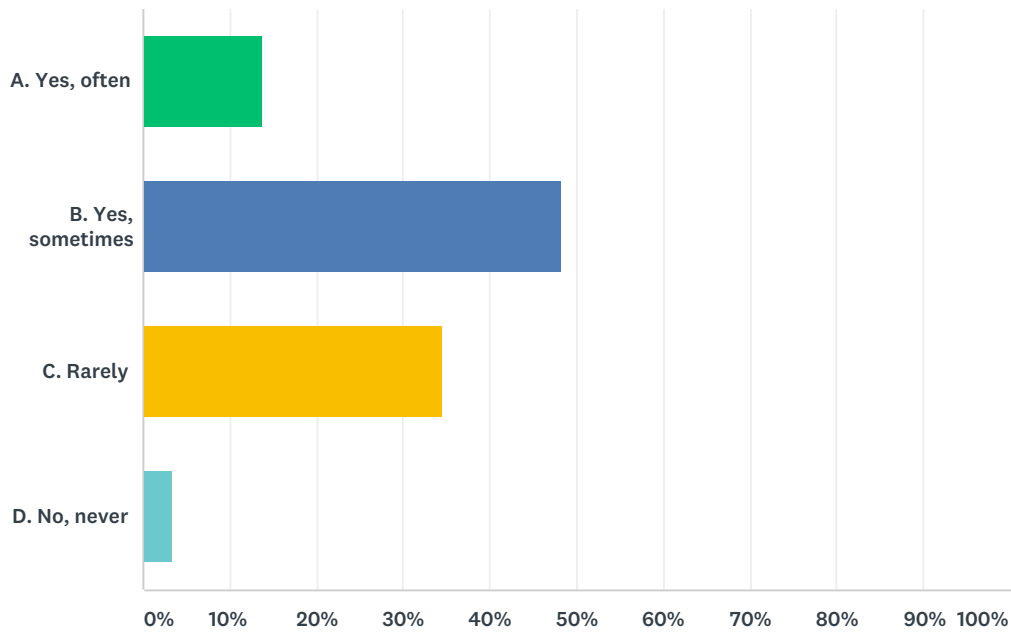
Answered: 28 Skipped: 1



ANSWER CHOICES	RESPONSES	
A. Mostly Cabinet members or Leader	42.86%	12
B. Mostly Officers	53.57%	15
C. Cabinet members with Officer support	32.14%	9
D. Partners/ Stakeholders	35.71%	10
E. Council Services	42.86%	12
Total Respondents: 28		

Q4 Have you experienced the overview and scrutiny function effectively influencing and/ or improving council policy?

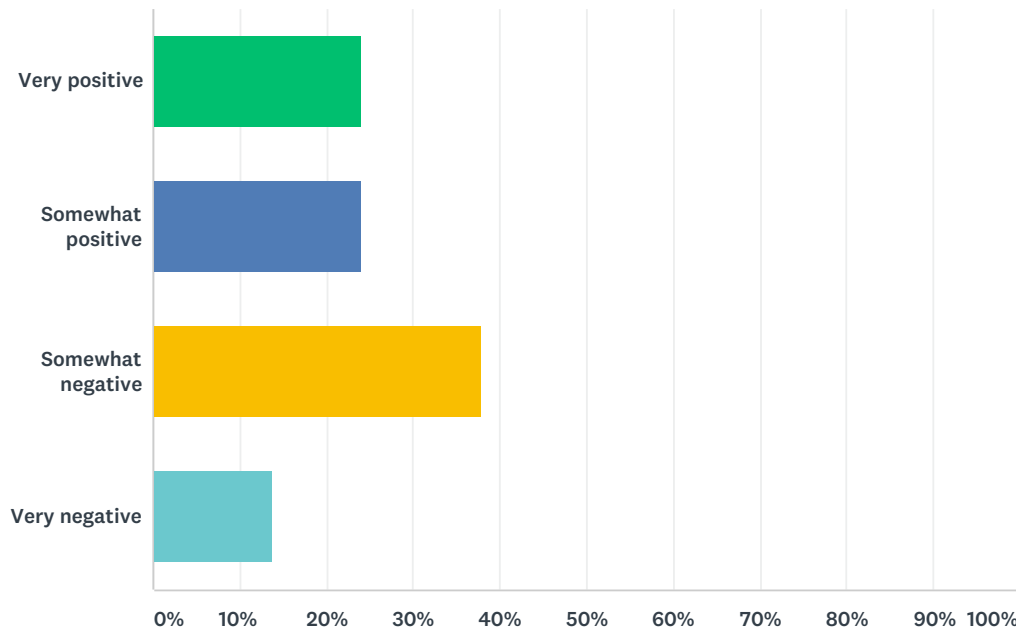
Answered: 29 Skipped: 0



ANSWER CHOICES	RESPONSES	
A. Yes, often	13.79%	4
B. Yes, sometimes	48.28%	14
C. Rarely	34.48%	10
D. No, never	3.45%	1
Total Respondents: 29		

Q5 How would you describe the arrangements between overview and scrutiny and the Executive over the last 2 years?

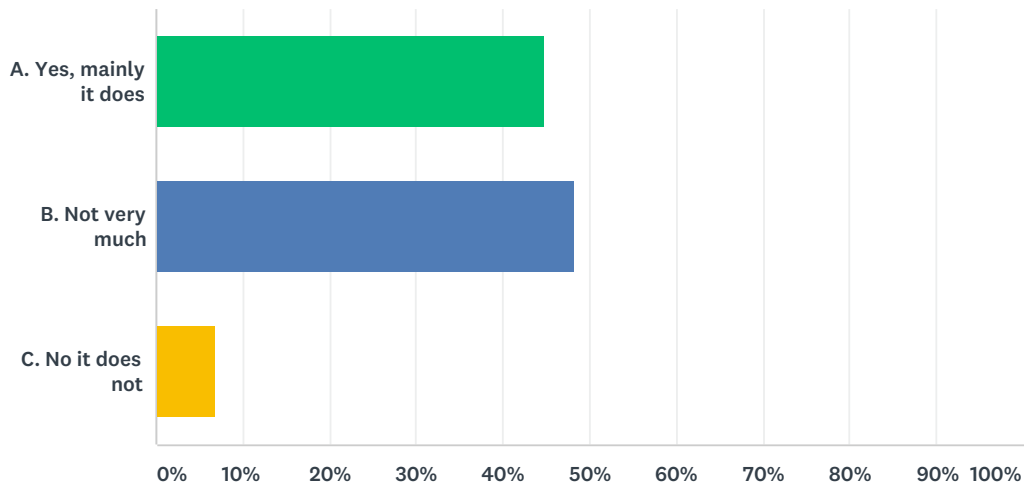
Answered: 29 Skipped: 0



ANSWER CHOICES	RESPONSES
Very positive	24.14% 7
Somewhat positive	24.14% 7
Somewhat negative	37.93% 11
Very negative	13.79% 4
TOTAL	29

Q6 Do you think that overview and scrutiny focuses its time and attention on the right priorities?

Answered: 29 Skipped: 0



ANSWER CHOICES	RESPONSES	
A. Yes, mainly it does	44.83%	13
B. Not very much	48.28%	14
C. No it does not	6.90%	2
TOTAL		29

Q7 Is there any aspect of overview and scrutiny you would like to improve or change?

Answered: 27 Skipped: 2

I would like to see more zeal, motivation and dynamism.

Better understanding of priorities and increased scrutiny skills.

The current arrangements that have been put in place since May which have been a retrograde movement in terms of parity in terms of compliance with Government guidelines.

I feel cabinet members should attend scrutiny more rather than just officers. Attitudes across the whole authority - officers do not even have it on their radar, executive needs to be more open and accepting of scrutiny, scrutiny chair should have parity with cabinet member as opposed to cabinet positions being seen as the top of the game, factoring in of evidence when work programming - ie choosing subjects where there is a need to look at them and where value can be added as opposed to just for fun, actually conduct some reviews, too many information items on agenda, more innovation in the way we work, try new things, new ways of evidence gathering, more public involvement, stronger scrutiny chairs to push the right agenda forward.

Reporting back to see how effective scrutiny recommendations have been and more committees to cover all areas.

We need more scrutiny committees 4 is not enough.

Needs more structure and chairs/vice chairs need to be competent and have a bit of council experience. A scrutiny committee needs to be set up for Highways. Improved view of the cabinet forward plan. Better engagement from the executive. Better engagement from members.

Improving and change is long over due. It is 16 Years since Scrutiny was first introduced, yet Not very much progress has been made.

More member commitment, Public participation.

Openness and transparency around decisions that are made and are coming up. Involvement from the public and partner agencies in scrutiny. And a steer from officers and the executive on areas that are under-performing or need improving. Sharing of best practice from other LA's around scrutiny. For example Birmingham City Council children services has improved from a failing status, it would be useful for Sandwell scrutiny to obtain details of how this was achieved.

Yes an independent Scrutiny method maybe across the Black Country so as to protect officers and members from adverse relationships with the Executive and group.

Greater focus.

Be able to ask questions we can no longer email the cabinet ?? Which is unacceptable they get a huge SRA yet no one should contact them ?

More bespoke work, task and finish work, in depth reviews that research, gather evidence, challenge and engage the public, partners and professionals. In overview at meetings - more questioning, more information such as performance monitoring, dash boards of how we are performing against our targets to be able to ask questions why, who , how what are the risks, are we meeting our obligations and statutory requirements. The public view of scrutiny - more of a select committee style inviting public to attend, promoting the scrutiny function.

Yes its own staff.

Greater clear and direct holding to account of cabinet.

Bring back a mix of in-depth reviews alongside holding to account and pre-decision opportunities. Depth of review and improved source data.

Engagement of the executive, engagement of scrutiny members in topics and issues and engagement of officers.

The communication and profile of scrutiny to improve its image and reputation. A meaningful work programme with achievable targets.

I would like to see more scrutiny of partners in putting forward changes to services/policy.

Seeking views outside the committee room.

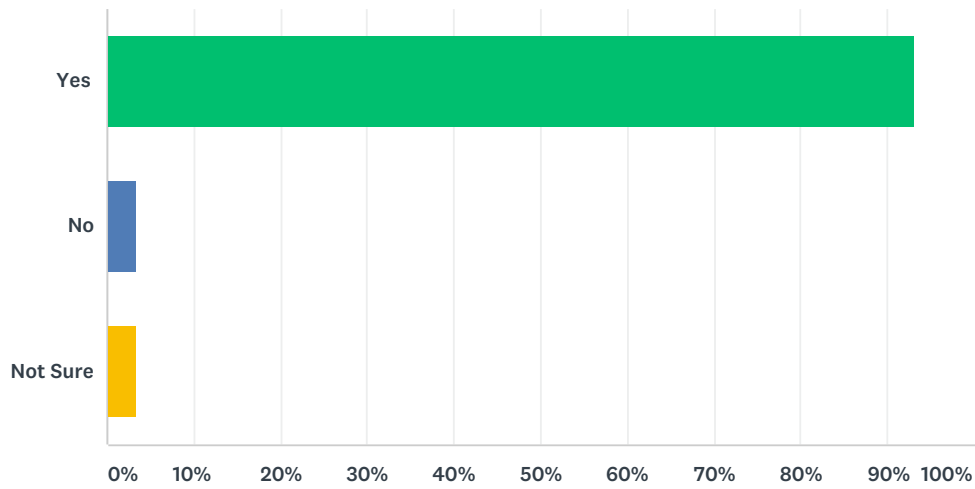
Q8 Which of these methods of scrutiny do you think work or are likely to work?

Answered: 28 Skipped: 1

ANSWER CHOICES	RESPONSES	
Time-limited sub-committees - 1-5 score (5 high)	92.86%	26
Task & Finish Groups - 1-5 score (5 high)	96.43%	27
Inquiry Days - 1-5 score (5 high)	96.43%	27
Other; please state - 1-5 score (5 high)	28.57%	8

Q9 Overall, do you consider the overview and scrutiny function an important part of the democratic process in Sandwell Council?

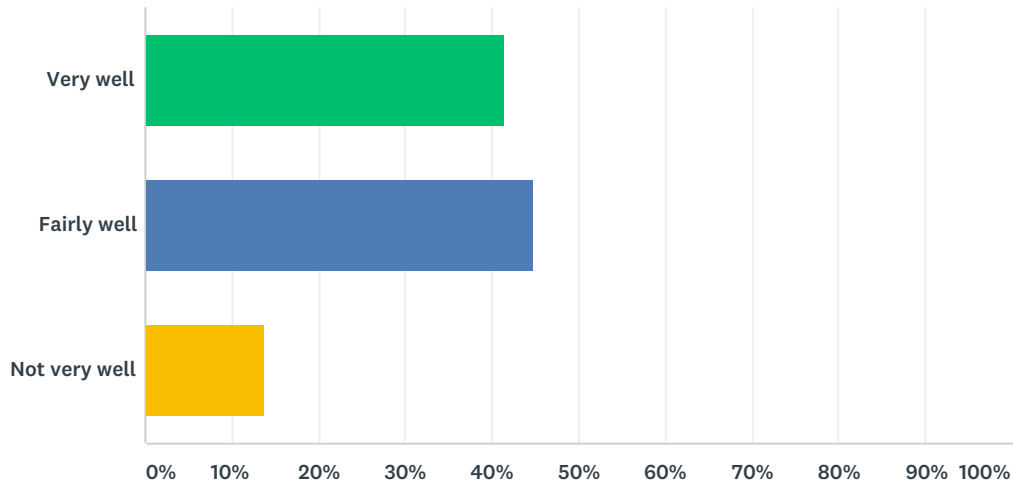
Answered: 29 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	93.10%	27
No	3.45%	1
Not Sure	3.45%	1
TOTAL		29

Q10 Is overview and scrutiny well supported by council officers?

Answered: 29 Skipped: 0



ANSWER CHOICES	RESPONSES
Very well	41.38% 12
Fairly well	44.83% 13
Not very well	13.79% 4
TOTAL	29

Free text supplementary question: How could this support be improved?:

Paradoxical role . I believe officers support appropriately.

increased training for chairs rather than officer lead.

More cabinet members need to support it also.

Engagement of each other quite often.

Executive members attitude, more positive approach to scrutiny and what it can bring instead of seeing it as a hindrance.

More officers.

Additional officers allocated to democratic services.

Resource has been reduced and better dedicated support should be provided.

By Having an Officer working group.

As I've said earlier by giving officers the protection from unwelcome reports by Black Country wide scrutiny.

More scrutiny officer support ?

Support from service groups, briefing notes on key issues, pro-active participation, early involvement of matters emerging.

Not at all they do what the leader tell them.

Dedicated officers.

More democratic services officers.

More engagement from Directors - pre decision scrutiny is non existent, need to be on a par with that of the executive.

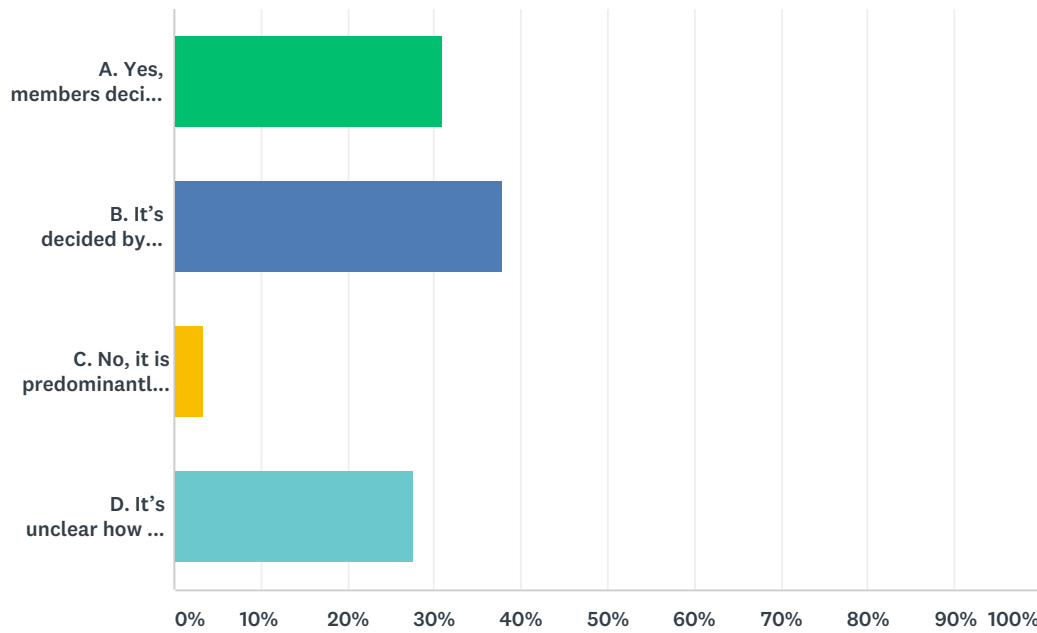
More dedicated resource to help with some of the detailed issues raised in the review. The 'hats' exercise in particular was incredibly useful in identifying some ways forward and we need to be doing more of these workshop style events in my opinion - top class!

I would like to see more scrutiny of partners in putting forward changes to services/policy.

More officers for research.

Q11 Do the overview and scrutiny arrangements enable members to take charge of the work programme(s)?

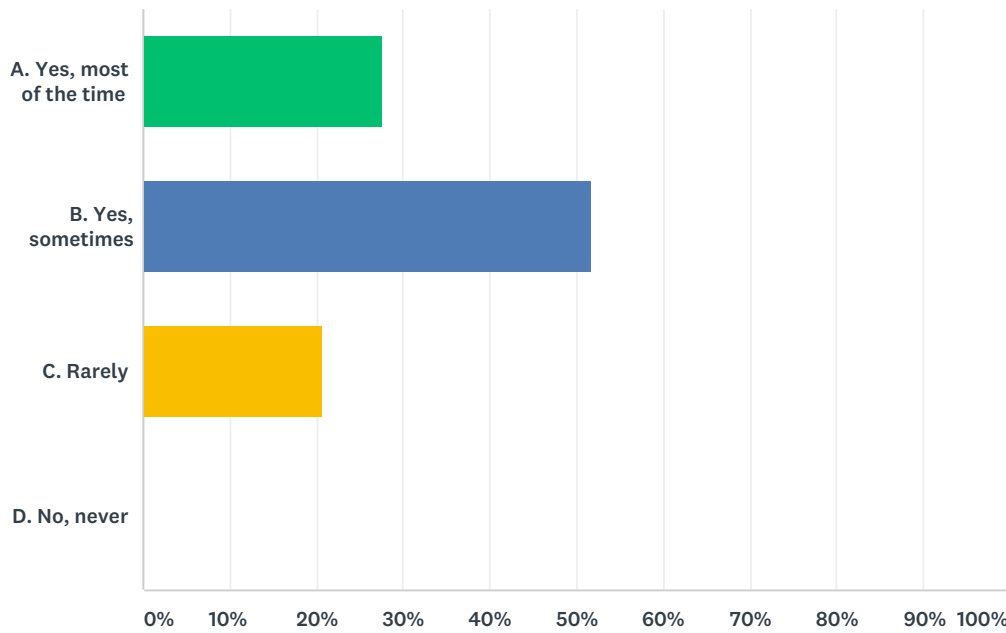
Answered: 29 Skipped: 0



ANSWER CHOICES	RESPONSES	
A. Yes, members decide and control what is scrutinised	31.03%	9
B. It's decided by members with officer advice	37.93%	11
C. No, it is predominantly led by officers	3.45%	1
D. It's unclear how and who decides	27.59%	8
TOTAL		29

Q12 Are overview and scrutiny meetings effective at focusing on the right issues and / or asking the right questions?

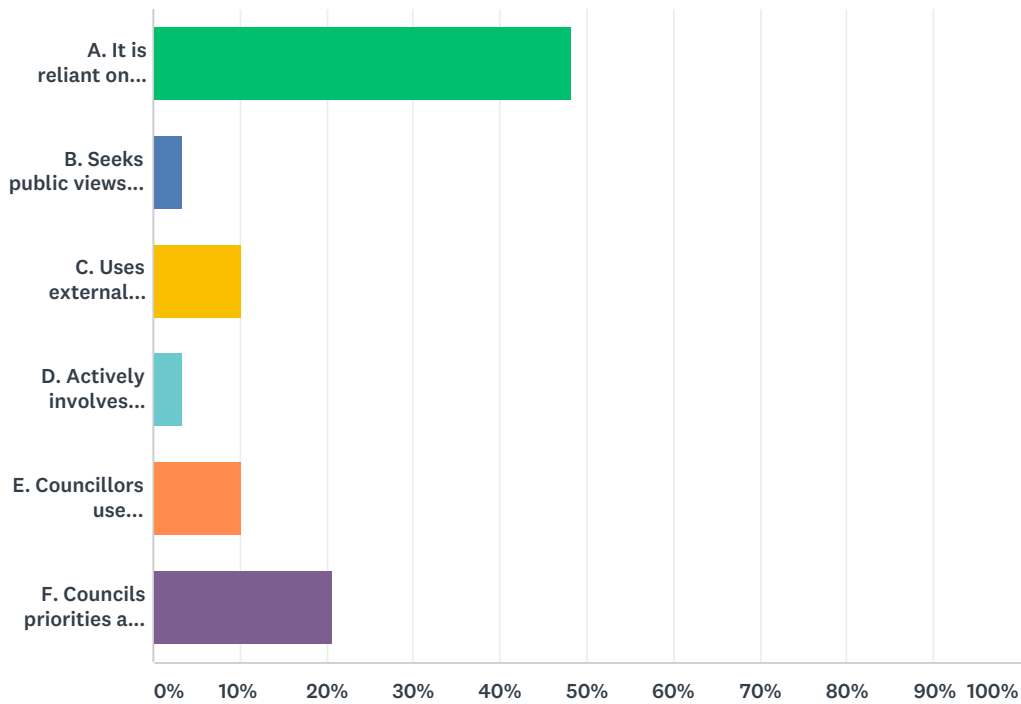
Answered: 29 Skipped: 0



ANSWER CHOICES	RESPONSES	
A. Yes, most of the time	27.59%	8
B. Yes, sometimes	51.72%	15
C. Rarely	20.69%	6
D. No, never	0.00%	0
TOTAL		29

Q13 What sources of information does overview and scrutiny use while doing its work? [tick as many as is applicable]

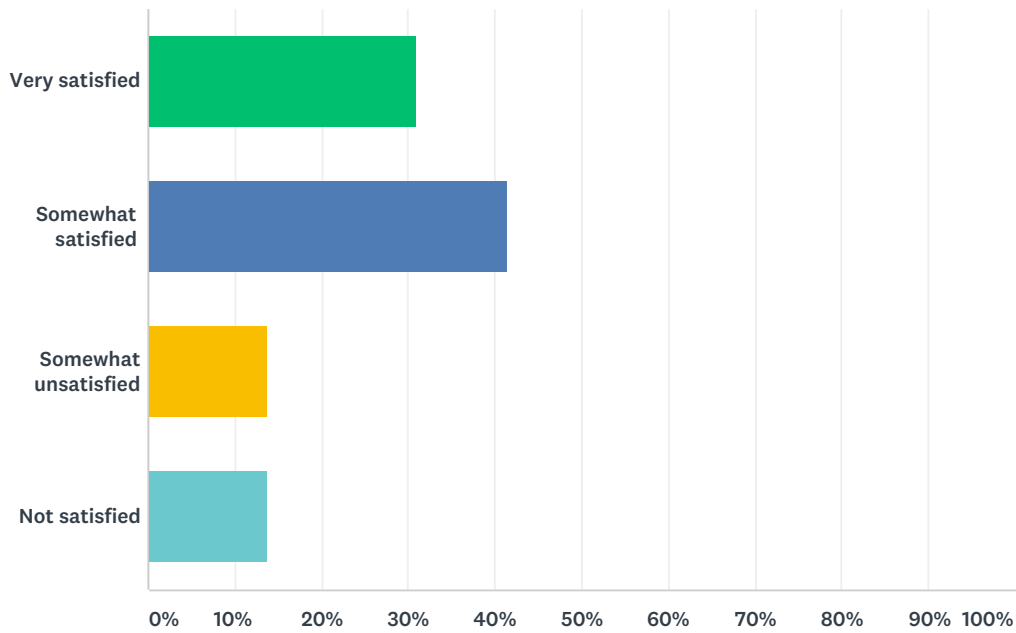
Answered: 29 Skipped: 0



ANSWER CHOICES	RESPONSES	
A. It is reliant on information provided by officers	48.28%	14
B. Seeks public views on issues	3.45%	1
C. Uses external witnesses or experts	10.34%	3
D. Actively involves co-optees	3.45%	1
E. Councillors use performance, finance, and risk information available at the council's disposal	10.34%	3
F. Councils priorities and/ or policies	20.69%	6
TOTAL		29

Q14 Are you satisfied with your personal development and training in relation to overview and scrutiny?

Answered: 29 Skipped: 0



ANSWER CHOICES	RESPONSES	
Very satisfied	31.03%	9
Somewhat satisfied	41.38%	12
Somewhat unsatisfied	13.79%	4
Not satisfied	13.79%	4
TOTAL		29

Sandwell Metropolitan Borough Council

Member Survey August 2019

Free text responses

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More officers for research.

Appendix 6 Scrutiny Workshop Engagement Session 1

At the member engagement sessions on 13th August 2019 members and officers considered the purpose, importance, difference and culture of scrutiny in Sandwell.

Key messages coming out of the discussion were:

- Making scrutiny meetings more meaningful and for scrutiny to be able to shape and influence policy as opposed to being consulted.
- The need for better engagement with the public and between the Executive and Scrutiny.
- The need to utilise the skills and knowledge of members in the scrutiny process.
- Continuity of scrutiny appointments, considering members skill sets when appointing to boards and empowering board members to carry out research of key subjects, and update members at follow up meetings.
- To develop community-based scrutiny and for scrutiny to represent the public voice.
- Increase the frequency of scrutiny meetings to ensure momentum of issues being considered is kept up.
- Periodic scrutiny training/mentoring for members throughout the year.

A summary of comments gathered at the engagement sessions can be seen below:

Purpose:	<ul style="list-style-type: none"> • Holding executive decision makers to account – honest, challenge decisions, rationale and transparency. • Statutory – good check and balance, consider value for money. • Policy development and guidance. • Early involvement – pre-decision. • Consider, explore and review – independent. • Forward thinking and investigatory. • Public – open to the community
Importance:	<ul style="list-style-type: none"> • Responsibility to the community, transparency, accessibility and be visible. • Contributing to policy decision making. • Insight and expertise of members. • The public voice is heard and represented. • To ensure Members knowledge of local patch, experience and insights are embraced in scrutiny. • Understand different viewpoints. • What is working well and what is not working well. • Encourage the right decisions to be made. • Best deals made and demonstrates democracy. • All feel good about Sandwell, getting the best services for Sandwell residents within available resource.

Difference:	<ul style="list-style-type: none"> • Good decision making is improved. Influence in policy development. • Maximising benefits of place-based services. • Community engagement/involvement. Forms a trust with the public. Raising an awareness and an audience to be involved. • Better quality outcome/refinement, e.g. risks. • Services better matched to needs of communities. Feeling good about Sandwell and providing a better service to residents.
<u>Culture:</u>	<ul style="list-style-type: none"> • Relationship with officers are good. Executives need improving. • Parties do not recognise roles. Lack of clear defining role. • There is no feedback, recommendations do not always end up at Cabinet – no feedback. • Lack of resources / number of meeting a year. • Clear roles members and officers. Role of chair. • Communication and relationships between scrutiny and executive. Not open and transparent between Cabinet and Scrutiny. • Elusive – flat structure. • It does not meet members expectations. • Lack of clarity about how to support scrutiny. • Pathway of scrutiny not clear. Not working effectively. • Not adequate training for members. • Unclear about impact of scrutiny. • Resourcing • Communication. • More meetings as needed – timeliness. Appointment – between a year plus. • Impartial advice – need verified information – feels like a done deal by the time it gets to scrutiny. • Communication feature on scrutiny. • Scrutiny summary. Lack of joined-up reviews. • Public surveys. Tick boxes. No public involvement. • Everyone’s voice is valued. • Scrutiny memory. • Chair feeding back actions. • Agenda setting. • Lack of interest, need all members to be engaged.

Scrutiny Workshop Engagement Session 2

At the member engagement sessions on 20th August 2019 members and officers considered the following scenario as part of the current scrutiny review.

‘Effective overview and scrutiny will be critical as we embrace Vision 2030 and consider the challenges and opportunities this brings to Sandwell. Explore, using the six thinking hats technique, all the strengths and areas for improvement of the current overview and scrutiny function to help shape a revised overview and scrutiny function and model that meets Member expectations and supports the delivery of Vision 2030’

‘Thinking hats’ is a universally and highly regarded technique for effective group discussions and individual thinking. Each coloured thinking hat is a metaphor for a certain way of thinking and Members were encouraged to look at the scenario from different perspectives. This enabled a drilled down discussion and complimented issues raised in engagement session one


Key messages coming out of the discussions were:

- Culture and held beliefs – pro-actively tackling Perception v Reality issues on past experiences, knowledge and communications relating to the Scrutiny function
- Explore how Scrutiny can engage effectively with the community to include co-opted members or witnesses to gather evidence
- Effective, appropriate engagement with the Executive and officers
- Develop a robust work programme with achievable outcomes where added value can be demonstrated
- Greater awareness and communication of key initiatives and priorities to inform Scrutiny
- Develop a mechanism for feedback, suggestions and continuous improvement as part of the Scrutiny process to include best practice
- Ensure a fit for purpose committee structure and clarity of job roles
- Defining Induction/Training/Skills/Competencies for key roles whilst managing expectations
- Develop a training programme, linked to Member Development, that transfers appropriate skills and knowledge to allow Scrutiny to effectively carry out their roles
- Consider continuity and length of Scrutiny appointments linked to building skill, knowledge and experience as part of the Member Development Programme
- Ensure Scrutiny meetings are outcome focussed and meaningful
- Scrutiny must be held in higher esteem and profiled accordingly
- More effective communication internally and externally of Scrutiny importance and value – tackle the perception that Scrutiny is boring and meaningless
- Scrutiny function that is innovative and creative e.g. thinking suite dedicating to creative/ blue sky thinking.
- Regularly publicise Scrutiny work streams using new and existing platforms where applicable
- Revisiting and understanding previous Scrutiny outputs and learning lessons


- Ensure a robust information management system is in place and easily accessible to Scrutiny
- Having recognised tools and techniques available to help Scrutiny Members undertake their roles
- A move to increase meetings to maintain momentum of progress
- A Scrutiny function that is bold, fearless and able to challenge effectively
- Tackle the lack of awareness around current projects/initiatives that could lead to duplication of effort
- Ensure documentation is clear/concise with linkages to other information as appropriate

Below are outputs from each thinking hat discussion group which have been summarised as follows:


 <p>Data, facts, intelligence or information needed or required.</p>	<ul style="list-style-type: none"> • Commitment to have a scrutiny review every 5 years. • Sharing of information between scrutiny and executive. • Information sharing with Members and Directors. Members are not aware what is happening across the council. • Look at best practice with other authorities and organisations. • Looking at best practice to improve Scrutiny. • Task and finish good practice – policy development. • Summary of information so that it is clear and concise and sharing this with others. • Executive Director to identify where there are issues/key policy priorities – draw attention to scrutiny. • Bringing in wider councillors and not just involve the chair of Scrutiny. • Scrutiny to be advised when Cabinet is held so they can offer input, share work plans and help shape the future policy. • Benchmarking information (including other local authorities). • Clarification is needed - what is our objective? What do we want to achieve? • Measure outcomes – is information shared in a timely way? How do we add value? • Strategic scrutiny work • Agenda setting, research and signposting to be included in the work programme. • Agendas could be limited to 2 items. • Attendance by key people is required at meetings. • Consistency in ward/ meetings and town meetings and provide updates. • Require direction at the start of meetings for e.g. pre-meetings with Officers and Members. • Identify a directorate Scrutiny Champion - A point of contact that can help Scrutiny. • Resources - where are they? • Resource allocation to be realistic.
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	<ul style="list-style-type: none"> • Policy Unit/Scrutiny Unit - dedicated support. • Continued support and guidance. • Call in partners/ co-optees for data management. • Lack of parity. • Skills of members to be considered when being appointed. • Clarity needed on job roles. • Clear focus - get information if policy development co-optees/ witnesses. • Members to have an interest and understanding • Need to be told the truth - need trust and honesty. • Interpreting data and use by scrutiny - resources people in situ to do. • Reliable source - go back to look at data - how/ method for data, be critical with data. • Regular scrutiny/ executive interaction. What is on the horizon/ big ticket items? • Understanding the data and having this in a timely manner - ability to digest beforehand to ask meaningful questions. • Data - sample figures, methodology, how to get to the conclusion. • Data held by other organisations held locally. • Historic data – what has worked well/ not worked well previously. • Clear data – sharp and to the point, signpost to other information and use of charts. • Having specific data for what is being discussed. • Data needs to reflect what is not working, not always what is working. • Data has to be relevant to that review – it is currently historic. • Set up objectives based on evidence and data which is viewed before meetings. • Require analytical skills and critical thinking. • Using skill sets and knowledge when appointing to scrutiny boards and get more engagement • Going on site visits to see the issues, be in the setting, getting different perspectives. • Local community knowledge of local members. • More ward-based information/ briefings for all councillors. • Police information to be included in scrutiny e.g. ASB
 <p>Difficulties, issues or</p>	<ul style="list-style-type: none"> • More focus needed at meetings - outcome focussed • Poor outcomes delivered – results in lost opportunities • Poor culture and attitude towards scrutiny • “old” style approach – needs to be exciting • Scrutiny is not interesting

<p>potential problems that could hinder success.</p>	<ul style="list-style-type: none"> • Scrutiny has lost passion and commitment • Need to get the culture right • Openness and honesty needed • Scrutiny process led – no opportunity for members to shape/design/lead • Aligning members skills and knowledge to work programmes • Require co-optees with key skills and knowledge not currently being utilised • Members talents and expertise are not being utilised or recognised • Member apathy over scrutiny being able to make a difference • More engagement in towns needed • Officer support needs to be more effective • Better officer support – designated scrutiny team needed • Need better support and better feedback - need to work smarter • Occasionally a lack of transparency from officer/info presented • Expertise inadequate to support scrutiny • Too much politics – need to find a way through • More discussion time needed to shape direction/approach etc • Need independent source of advice and support • More good practice examples • Need to be more joined up – priorities are not aligned • Poor attendance by members • Membership needs to be for longer, for e.g. two years • Need to ‘touch and feel’ not be stuck in rooms • Need a clear mechanism to determine the work programme and allocation of resources • Need to go out into the community to gather intelligence • Insufficient opportunities/capacity to undertake effective scrutiny • In-house scrutiny issues not scrutinised as well as external partner issues/matters • Powers of scrutiny not fully understood and insufficient capacity • Asking questions that do not need asking – answers are contained within the report • Pre-tabled questions • Cabinet are now listening – how can we take advantage of this opportunity? • Need to have proactive Chairs • Getting the core business and flexibility right • Communication between the executive and scrutiny members – a new approach • Need clarity on roles, i.e. chairs, members or committees • Members knowledge, skills need refreshing to ensure effective scrutiny
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	<ul style="list-style-type: none"> • Lack of understanding of what chairs do – unnecessary criticism • Training members on key areas, skills, etc • Need a better induction programme • Cabinet Member should attend scrutiny committees • Inadequate timescales • Lack of public engagement • Recommendations not taken seriously by the executive • Outcome of recommendations not fully understood • Boring • More regular meetings required but not long meetings • Need more agility to manage what's required and how it is done • How can scrutiny pre-decision etc add value? Need a joined-up agendas/co-working/co-thinking etc • Members must have the opportunity to be part of policy development • Policy changes not being made clear – lack of communication/awareness • Need to improve how priorities and issues are fed into the scrutiny work programme • Evidence base could be better in some areas – currently inconsistent • Need a better way to determine the whole work programme • Must be able to develop a work programme that is effective and achievable • Aligning scrutiny work and objectives of the council and residents
 <p>True feelings, hunches, gut instinct and intuition about the improvement journey ahead.</p>	<ul style="list-style-type: none"> • Disappointment about scrutiny not looking at reports of cabinet members. • How are scrutiny and cabinet working together? • Lack of experience. • Subject matter for discussion. • Inform residents – what do we do? • Action learning – developing work programmes and setting objectives. • No clear purpose. • Rubbish. • Is the vision 2030 achievable – will it be scrutinised? • Too rushed. • Worry if it stays as it is. • Photos – be proud, press releases, give it the recognition it deserves. • Real change. • All councillors to be part of scrutiny. • Boring.

- All committees made public – videoed.
- Co-production – involve residents with agenda.
- Worry and fear this is not going to happen.
- Is scrutiny important? Has it made a difference?
- More independent bodies attending scrutiny.
- Proud of achievements – celebrate.
- Unprepared.
- Overwhelmed.
- Fear – do we carry on the way we always have.
- Patronized.
- Openness and transparency – press releases.
- More regular and shorter meetings.
- What areas have been challenged? Need feedback.
- Substance to topics – need more challenging.
- Members of scrutiny should have no fear.
- Hope: to see clear relationships with political priorities, responsibility, planning and implementation.
- All having a say.
- Meetings too long – need to spend more time on conversation.
- Have cabinet member involvement.
- See more public engagement, use of social media.
- Vision 2030 – is this achievable?
- Learning from best practice and case studies.
- Able to scrutinise what has been done.
- Better outcomes from meetings and better feedback.
- Pre-meetings before meetings.
- Resources available for scrutiny – rooms etc.
- People must read their papers before the meeting.
- Better buy in from members and officers.
- Lack of enthusiasm.
- Hands tied – directed.
- Disappointing.
- Need questions tailored in advance.
- People with the right skills on the right committees.
- Chair to lead, not look to officers.
- Not enough staff. Need more support.
- No feedback from cabinet on recommendations from scrutiny.
- Chairs need to be more experienced.
- Frightened to speak previously.
- Consider cost and consequence of effort and impact on residents and services.
- Be honest with yourself as a scrutiny member.
- Concern – it's a talking shop – no tangible actions.
- Lack of feedback from previous scrutiny (to avoid duplication).

	<ul style="list-style-type: none"> • Bring broken council forward and improve. • Cabinet members asking planted questions. • Not enough scrutiny meetings. • Demoralised – no feedback from cabinet. • Pre-planned scrutiny – scrutiny calendar at the start of the year – more pre-planning. • Need value for money from chair and vice-chair. • Step out of comfort zone in meeting. • More thought of members on scrutiny. • Empower scrutiny to have access to information. • Does bare minimum – are members called out for actually being there? • Need better chairs. • What is it all about? • Glorified talking shop. • Scrutiny should be part of the home. • Listen. • Contribute. • Need to feel part of a team to do right for everyone. • Culture change. • Able to challenge. • Need to understand why you are there. • Meeting environment. • Excited – want to empower people. • Want scrutiny to be positive. • Too much jargon. • Don't be afraid to express opinion. • Frustrated. • Got to be openness between members and officers. • Sterile. • Scrutiny has been made to feel like a marked card. • Made to feel a fool. • Dedicated scrutiny officers and scrutiny unit. • No participation previously. • Not enough scrutiny. • Weak. • Go to sleep (participation). • Challenge service provision. • Not clear of roles – no induction. • Conflicting advice.
 <p>Opportunities for creativity</p>	<ul style="list-style-type: none"> • Scrutiny link in service areas. • Go out and talk to staff on the front line. • Structured public engagement to ensure focus. • Better planning of work – steps of a piece of work, intense focus of pieces of work.

and innovation that can lead to new ways of working.

- Scrutiny forward plan – Similar to executive forward plan.
- Focus on a smaller number of issues – short agendas.
- More clarity on what we want to see from the Vision 2030.
- Publicise meetings better for public participation.
- Commissioning of reports.
- Thinking suite dedicating to creative/ blue sky thinking.
- Step outside the box – try new things.
- Invite a street in to give their views on us.
- Use of local knowledge to build relationships and improve the work of scrutiny.
- Consult public at community centres places of worship and involve communities.
- Consider the views of the public and work with them.
- Use of social media to promote scrutiny.
- Visits to explore best practice at other organisations (as well as councils).
- Attend public events to promote scrutiny.
- Be cautious about public engagement to ensure contributions and meaningful.
- Sub committees and workshops – scrutiny and wider.
- More professional expertise to improve scrutiny.
- Appropriately experienced scrutiny chairs – use members skills and knowledge.
- Use of data to tackle issues before they occur.
- Two-year membership of committee.
- Explore different layouts for meetings – more inclusive.
- All policies should be open to challenges.
- Adapting styles to suit audience and get the best from people – not adversarial.
- Review resources available to scrutiny (to support better engagement).
- Members to become empowered and supported to gather information and data on their own.
- Bring the information and data to life – so meetings are not dry and boring.
- Public on scrutiny committees to support experiences and listen.
- Better promotion of scrutiny work programming to public to get meaningful input.
- Impact assessments on the community.
- Relationship building and team working.
- Members being confident to share their views.
- Go out to the community, door knocking or attending public places – pubs, social clubs, community centres etc.
- Public consultation – bring back forward planning.

	<ul style="list-style-type: none"> • Benchmarking best practice elsewhere – best and worst. • Consult smaller organisations as well as large. • Look at what other councils are doing. • All members of committee should be engaged – should ask questions. • Invitations to public to attend meetings – better communication e.g. social media. • Publicise outcomes of scrutiny work to the community. • Bring independent people onto committees – in a clear and transparent way (residents). • Use of data to inform areas of focus. • Public choose priorities e.g. by survey? • Tie into Safer Six Campaign - use of consultation. • Model impact of a calculated risk – What if? • Involvement of the third sector. • Improve awareness of work programme across the whole of scrutiny e.g. between committees. • Framework around the 2030 vision for each town and involve the community. • Smaller groups – current committee is too big – reinforce working groups. • Give co-opted members/ independent equal standing voting rights. • Co-design a work programme with partners. • Partners to provide data to support work programming. • Public participation – visit the public. • Meetings to take place out in the public/ communities.
 <p>The true value and benefit of a fit for purpose Scrutiny function.</p>	<ul style="list-style-type: none"> • Responsive. • Timely. • Clear focus on how scrutiny can help the 2030 vision to be achieved. • All scrutiny members feel valued. • Competent chairs and vice-chairs. • Competent memberships, using members' skills, experience and any expertise. • Flexible and responsive memberships. • Better attendance at meetings – and members held to account for poor attendance. • Meetings worth attending – members feel it's worth taking time off work or giving up their evening. • Task and finish projects. • Public engagement – “you said, we did”. • Equality and diversity issues incorporated into scrutiny's work. • Assessment of social value of scrutiny's work.

	<ul style="list-style-type: none"> • Work programmes co-designed with partners and the public. • Positive press about scrutiny's work. • Positive work done by scrutiny is highlighted. • Lower level consideration of environmental issues. • Regular reviews of the function to ensure it remains fit for purpose – every five years. • The importance of scrutiny is realised and recognised. • Adequately resourced - more scrutiny officers. • Clear and consistent links with political priorities. • Smaller groups. • Timed and measured responses from the Cabinet on scrutiny reports. • Holds the executive to account. • Visible change in policy development. • The public understands the decision-making process. • Builds more effective policy creation. • Consideration of the effectiveness of different viewpoints on spending. • Helps drive cost effectiveness. • Increased knowledge base in decision making, making for better decisions. • Allowed to be more specific, in terms of needs more than the Executive. • Answers the concerns of the public. • Gets the real experiences of the public – not just arm's length information. • Participation at all levels – not just the “usual suspects” • Public sees the council process. • Organised and clearly laid out. • Informs the Executive. • More relevance to cabinet portfolios. • Treat it as a “think tank”. • Resident call in – better public engagement. • Being valued and bringing value. • Positive outcomes for the people of Sandwell. • Knowledge and information from others that is more representative. • Innovative. • More research and more support. • Better relationship with Executive. • Truly independent of the Executive. • Creates a feeling of participation and that we hear voices. • Helps the Executive for better outcomes for the public. • More respected as a valued function of the Council. • Revolutionary not reactionary.
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Requirements for robust planning, key priorities, next steps and focus in the short, medium and long term.

- More meetings i.e. 4-6 weeks based on demand
- A more dynamic and vibrant process
- Commissions - intensive approach as and when needed to get work done
- A function that works for the residents
- More focussed, themed meetings
- Avoid clashes – dates, timings
- Scrutiny – cyclical decisions, robust calendar/timetable
- Ensuring Members are a resource for reviews and are training
- Review the role descriptors
- Don't cancel meetings without really good reasons
- Two-year appointments – a constitutional change
- Meaningful role for Chair – leading role on issues/topics
- Expertise for Chairs inc. public engagement
- Specific training for topic/boards
- Shadowing required before becoming a chair or Vice Chair of a Board
- Skills need to be taken into account for group memberships especially Chair/Vice Chair
- Improve skills and training e.g. questioning, statistics
- Ensure Scrutiny Induction training
- Board specific training
- Highlight the principles and theory of scrutiny via training
- Ensure social media engagement via robust communications
- Listen to the public – treat as equals in the process
- Ensure we speak in Layman's terms
- Openness between Cabinet Members and Scrutiny is crucial
- Ensure robust community engagement and consultation
- Chair has input into Board Memberships
- Use engagement to overcome the 'politics'
- Ensure a better relationship with the Executive
- Must have better sight of Forward Plan, not 28-day notice
- More access to external professional expertise
- Ongoing programme of training – should it be mandatory?
- Adopt pre-decision scrutiny – a 'critical friend'
- Ensure resources/commitment are clear for working groups
- Chair/Member relationships are critical
- Better alignment and communication with Select Committees
- Ensure a structure is in place with input from all members
- More synergy with Executive work programme
- Partner engagement – a scrutiny conference
- Regular Scrutiny meetings (two-monthly)
- Adopt Scrutiny mentors for each board
- Ensure wide as possible engagement/participation in scrutiny before final decision

	<ul style="list-style-type: none">• Use scrutiny to promote partnering• Review previous Scrutiny recommendations – any outputs?• Work towards an agile, evolving work programme• Training on objective setting• Look at how Scrutiny determine key priorities• More dedicated resources (scrutiny officers)• Access to lived experiences to assess the bigger picture
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Engagement Session 3 – Collated Feedback

Culture			
Building understanding	Key things for Scrutiny members to sign up to	Align with Vision 2030	Other
Get residents more aware of their members and what Scrutiny is about	Members should 'do their homework' (read the papers, do own research to build understanding)	Scrutiny could consider at the end of each year progress made towards Vision 2030	'Draw a line'
Use a different way of reporting to Council meetings on Scrutiny work – not just note the minutes; more reports from Chairs to Council	Accountability to attend should be in place (matter for the Whip) – members should commit to attending	Vision 2030 – plan of shorter term objectives. Breakdown of Vision 2030 into shorter term targets/milestones	Raise profile to Executive level – quick wins, promotion of the function, prove by doing
Website - more prominence for Scrutiny, 'have your say'	Members should commit to Scrutiny in terms of time and attendance	Understand the reasons for the priorities of Vision 2030 – the evidence base for the priorities to help guide work items	Blue sky thinking
Newsletter - what Scrutiny is doing, topics underway, opportunities to input	Scrutiny - think about questions to ask	SWOT analysis on how to deliver 2030 aspects	Change the way the Council/Cabinet values transparency, probity and honesty – is the Council/Cabinet accountable and transparent?
Using Sandwell Herald – features on Scrutiny topics	Listen to all, don't interrupt – be courteous and polite to all people	Link Boards to Vision 2030 (People? Place?)	Learn from past mistakes
Radio coverage	Behaviour protocol needed	Vision 2030 delivery – could Scrutiny review periodically?	Create forum to share 'good old days'
Survey to all – understanding of Scrutiny	Personal responsibility – representing whole of Sandwell in Scrutiny role	Align Scrutiny terms of reference with Vision 2030 priorities	Equal status between Scrutiny and Cabinet – parity of esteem
Press releases mention Scrutiny's involvement	Members who are knowledgeable and able to challenge		Scrutiny should not be influenced by Whip
Strengthen the Annual Report	Should not be frightened to speak – opinions/contributions are valued		Scrutiny needs to be free to express itself and be independent

Understanding purpose of Boards – what are they there to do?			Chair of SMB – same parity with Leadership
Relevance of Scrutiny work to people's lives			Parity of involvement – paid same as Cabinet Member

Relationships			
Scrutiny and Executive	Chairs/Vice-Chairs/Members	Officers	Other
Scrutiny-Executive protocol – more formal relationship	Individuals have part to play as equals	Officers to be more included	Build relationships with residents and partners and make aware of Scrutiny
Strive for a mutually beneficial relationship between Scrutiny and Cabinet	Nurture and encourage people on committees	Programme regular meetings between Directors and Scrutiny Chairs	Build relationships where roles/topics overlap
Cabinet Member – think about transparency	Chairs to encourage questions and input from members		More meetings between Scrutiny and partners – get to know them
Regular joint meetings – Scrutiny Chairs and Cabinet Members – demonstrate openness and transparency, share information, work closely, communicate	Members should contribute and be involved in meetings		Creating an ethos where people feel that can talk – outside of formal meetings
Cabinet and Scrutiny are both responsible for the relationship	Scrutiny Chairs need to be meet regularly		Town Chairs – joined up with Scrutiny, clarity on their role, scrutiny of Town Chairs
Round Table sessions with Executive	All Scrutiny Chairs should report to SMB		
Joint meeting every 6 weeks (work programming) – improve/inform the process	Chair to challenge behaviour		
Platform for Chairs (and Vice-Chairs) and Cabinet Member to meet – with Directors	Chair to enable Scrutiny to be independently minded		

Formalise protocol for meetings between Scrutiny Chairs and Cabinet Members to discuss work programme	Sharing of information across Boards by Chairs and Vice-Chairs		
Trust – build relationship between Cabinet and Scrutiny			
Protocol – Cabinet Members held to account, compel them like Select Committees			
Cabinet to welcome Scrutiny, agree priorities jointly			
Leader to attend regularly to give updates			

Work Programme			
Who inputs	How prioritise	Objectives	Other
Involve staff (and unions) at all levels	Vision 2030 ambitions	Use Scoping Document	Equality and Diversity should be linked throughout
Use of social media to gather intelligence on issues of local concern, trends	Prioritisation – stuff that's not working, portfolio priorities (shared ownership), based on impact to citizens	Use Item Brief	Longer term focus, eg. 3 years, with yearly review
Use of online information to inform (eg. NHS Choices) – but be careful of sources	Use Prioritisation Tool	Look at cost and consequences of issues	One-year work programme is sufficient – with flexibility
Public, partners, members, officers, whole community	Chair and Vice-Chair should be trained in Prioritisation Tool before work programming	Having clear objectives when looking at items, then able to measure outcomes.	What about things in the press?
Stakeholders conference – Police (neighbourhood), NHS, DWP, voluntary sector, Fire, Ambulance, Schools, TFWM	Retain flexibility – to consider emerging issues	SMART	Continuity in work programme and membership of Board to retain experience and knowledge
Statutory requirements	Prioritisation Tool is a good basis, but can be flexible in its use	End of year – needs to be outcomes to be able to see what has been achieved	Specific issues have a place at Scrutiny

Fit with Vision 2030	Need to identify where Scrutiny can make biggest impact	Chairs and Vice-Chairs should, for every item, be clear on why, what for and what to achieve	2-year work programmes require continuity of Chair
Take Scrutiny out into the towns when developing work programme	Scrutiny too focussed on budgets/finances	Spend time debating purpose of a topic and determine objectives	More in-depth reviews
Suggestion boxes in community settings (eg. Libraries, Reception areas)	Need interesting topics	Want to see measurable outcomes	
Co-design work programme with community groups, co-deliver it too	Key headline areas – eg knife crime – not just reactive though	Achievable goals in work programme	
Look at Cabinet Work Programme to inform Scrutiny – key strategic decisions	Grassroots impact		
More in-depth scrutiny of budgets in all directorates			
Linked to Business Plans			
Set aside time for 'musts' from the outset			
Cabinet Members to call on Scrutiny to look into sensitive issues			
Members to put forward analysis of casework – key issues coming out			

Agile Working			
Types of Scrutiny	Ways of Working	Community Engagement	Other
Structure agenda to give time to both high level and other issues	Working remotely – OneNote, Skype, not necessary to come in	Invite community groups; submit issues, provide evidence, focus groups	Seek/share experiences of other local authorities
Opportunities for pre-decision scrutiny	Scoping document agreed by Scrutiny, Cabinet and Officers	Scrutiny page on Twitter/Facebook but has to be officer resourced	Webcasting can impact on evidence gathering type sessions

Does the Council put the maximum effort into policy development?	Inquiry Days – linked to work programme, bring in partners (2030 style)	SMB webcast	Send follow up emails to members after agenda publication but before the meeting to encourage/remind members to think about questions and read their papers
Policy Development – must demonstrate Council is engaging the best knowledge and expertise.	Site visits – when know objectives, targeted approach. Consider holding the day before a meeting so it is fresh	Hold meetings in the community – different venues	Scrutiny needs clarity on who can be asked to attend
Monitoring information – monitor effectiveness, needs to be timely and hold to account	Six weekly 'minibus' visits to community linked to reviews (eg. Crime and Disorder would visit areas that are experiencing issues)	Consider logistics of moving meetings, but good when themed or relevant to an area	Meetings should follow Council cycle so as not to delay recommendations being considered
Fact-finding exercises	Speak to service users and people affected	Social media	Scrutiny section on My Sandwell
Want services/ partners to provide regular reports on statutory issues	Use Workshop style sessions – key partners, officers of various levels (not just Directors)	Open days	Make Cabinet feedback more formal
All agencies we fund should regularly update Scrutiny	Pre-meetings – joined up approach, agree lines of enquiry	Surveys/ Questionnaires	Think outside the box
	Frequent meetings – ensure momentum, encourages engagement	Focus Groups	Overcome issues regarding Data Protection and commercial sensitivity to get evidence
	Cabinet Members to attend Scrutiny meetings more often – by invitation of Chair	Voluntary Sector involvement – co-option, expert witnesses, visits	
	Informal approaches – workshops, focus groups as suits the issue	Go out to partners	
	Agenda Planning Meetings		

Structure			
Overarching Board and Sub-Committees	Task and Finish/Time-Limited Committees	Clarity of Roles	Other
Keep Overarching Scrutiny Board	Current model is OK – with task and finish groups	Role descriptions useful	More meetings – but focussed on 1-2 items
Number of Committees (and meetings) have gone down – what is that saying?	More task and finish	Role descriptions are OK – but who/how is the best way to fill them? Political input	Have more Chairs
Committees better aligned to Cabinet Portfolios	Time limited Sub-Committees	Clear job roles for Chair and Vice-Chair	More time to debate and discuss rather than just ask questions
Review Cabinet Portfolios to see if four Scrutiny Boards are appropriate	Led by Vice-Chair	Roles of Vice-Chairs needs to be looked at	Thread throughout – Executive, Scrutiny, Partners
Two Vice-Chairs needed on busier committees	Task and Finish Groups have a place for specific issues/problems – but have to be focussed	Vice-Chairs should attend SMB too	Joint Working Groups between Cabinet and Scrutiny
Need more Scrutiny Boards – some areas are too broad (eg. Health and Adult Social Care)	Task and Finish Groups – bringing in all members, not just Scrutiny members	Members should know what they are doing without role descriptions	More Select Committees
Form follows Function	Flexible memberships of Task and Finish Groups – drawn from a pool	Chairs should be supported, provide a strong led, share key priorities with all members, more teeth, collaborate with Cabinet	More time given to read papers – not tabled at meetings, sent 10 days in advance (including presentations)
Too many Boards risks duplication	Task and Finish Groups – could be used to identify the question but not necessarily the answer	Involve opposition too in Scrutiny function	Look at best practice elsewhere
Current sub-committees too narrow, not aligned enough to portfolios	Seek partners to take the lead on task and finish groups, Scrutiny members contribute	Members may bring background to chair/vice-chair role without ‘serving time’	If the Review reduces the Scrutiny function it will be ‘devastating’ for future engagement

Select Committee approach – all is on record and evidenced	Chairs state whether need Task and Finish Groups for in-depth reviews		
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Development Plan			
Skills/Training Needs	Appointments	Resources	Other
Chairing skills and Interpersonal skills for Chairs and Vice-Chairs	Two-year appointments	Dedicated Scrutiny Officers – utilise existing staff where possible	Input from external organisations (LGA, CfPS)
Critical thinking	Long-term stability is key	Need a dedicated Scrutiny Unit – stand alone	Plain English
Training on skills/techniques to gather information/evidence	Members should only be on one Scrutiny body so they can give it enough time	Operating Manual – with input from members – job for SMB?	Need to re-establish 'call in' mechanism
Mentoring approach with new/experienced members	Members given preference on appointment to a Scrutiny board if they have been on it before – and have attended meetings	Officer support back in place	Outcome of the review to go to Labour Group
No one-size fits all learning - be sensitive about learning needs	Appointments process should look at experience and interest to increase engagement that way	Officers in themes	Review roles every three years (same person not chair for several years)
Questioning Skills (including Forensic Questioning)	Continuity of Scrutiny Chairs	Handbook for new members – basic guide	Reporting back on recommendations made by Scrutiny – what has been agreed, what has been actioned, hold to account. Formal process for recommendations is needed
Analytical Skills – statistics, understanding reports	Continuity – commitment to see it through	Needs own core department rather than dual role	Background knowledge is essential
Training delivered by dedicated scrutiny officers	Lead member for scrutiny	Briefing pack for members on topic and scene-setting meetings - Officer briefings needed to build understanding of functions/topics	Bring new members up to speed on topics that are ongoing/returning

Invite Cllr Edwards and others to share past best practice, their skills, experiences and knowledge	Use co-option more	Members should have access to unbiased advice and evidence	Recaps at start of reports on topics coming back to Scrutiny
Introductory training on Scrutiny for members and officers (top three tiers) – how it operates	1 vice-chair not 2		
Scrutiny training as part of induction for new members	Chairs of Sub-Committees should sit on SMB		
Mentoring via LGA	2 Vice-Chairs to chair sub-committees		
Work programme specific training (where necessary)	Align skills to roles and utilise effectively		
Link to Member Development Programme for specific/generic training and support	Skills of members to be matched with relevant committee		
Artemis Training – can be done at own pace	Scrutiny needs a balance of different members from each area of Sandwell		
All members have training on challenge and not being defensive			
Build confidence – to ask questions, to participate, to Chair			
Mentoring and coaching – how we challenge, not criticise			

A number of comments were also made in relation to Town Working. These are set out below to ensure they are captured:-

- Re-introduce Forums and make them interesting/fun
- Bring back Neighbourhood Forums
- Specific town Facebook pages for reporting or information

Role Description

Scrutiny Panel Chair

Accountabilities

- Full Council
- The Public
- The Panel

Role purpose and activity

Responsibility:

- Personal responsibility to represent the whole of Sandwell at scrutiny meetings.
- To support all partnership working within the scope of the scrutiny panel function, have knowledge of the shared partnership priorities and through scrutiny, contribute to the delivery of the Vision 2030.
- To contribute to the corporate duty of well-being, good community relations and the promotion of sustainability within the scope of the scrutiny committee function.
- To ensure the full involvement of local people and communities in the decision-making process of the council, as necessary.

Leadership and direction:

- To provide leadership and direction to the scrutiny panel, contribute to the development of the overview and scrutiny function and ensure that the scrutiny panel carries out the functions set out in the Constitution.
- To contribute to the co-ordination of the work programme with other scrutiny chairs and ensure the work programme is member led and contributes to delivery of the Vision 2030.
- To promote the role of overview and scrutiny within and outside the council, developing effective internal relationships with officers and



other members and encourage member and partners engagement in scrutiny activities developing external relationships with community representatives.

- To actively seek out best practice in other authorities and report back to the Chair of the 2030 Panel.
- To share best practice nationally and aim to be an exemplar of best practice.

Member Development:

- To encourage continuous member development for scrutiny roles, identify training and development requirements for scrutiny chairs, vice chairs and members.
- Share learning and experience.
- Undertake compulsory skills training (questioning and chairing)
- Undertake appropriate awareness training on key topics that fall under the remit of the scrutiny panel.
- Maintain personal skill sets and develop a personal development plan (PDP) for your role.

Effective relationships and meeting management:

- To ensure that the scrutiny panel carries out the functions set out in the Constitution.
- To chair meetings of the panel, including any convened to consider any items that have been called-in or referred under Call for Action.
- To monitor and challenge members non-attendance and behaviours at meetings.
- To develop a constructive ‘critical friend’ relationship with officers and executive members and attend meetings to be briefed on all matters affecting the relevant service(s) and the forward plan.
- To make adequate and appropriate preparation for meetings, read relevant papers and reports and attend meetings with the Cabinet Member, Director and officers as appropriate.
- To engage partner agencies in the work of the scrutiny panel and promote a constructive approach to scrutiny work.
- To present findings of scrutiny panel work to the Executive and/or at meetings of the Council.
- To manage and guide the panel’s work, to scrutinise relevant issues relating to service delivery and decisions taken by the Executive.



- To engage partner agencies in the work of the scrutiny panel and promote a constructive approach to scrutiny work.
- To contribute to the development of service policy through the scrutiny function.

Values

To be committed to the values of the Council:

- Trust – show respect, personal impact, open and honest.
- Unity - customer focus, team worker, communicate effectively.
- Progress – open to change, performance focus, team results.

and the following values in public office:

- Openness and transparency
- Honesty and integrity
- Tolerance and respect
- Equality and fairness
- Appreciation of cultural difference
- Sustainability



Role Description

Scrutiny Panel Vice Chair

Accountabilities

- Chair of the appropriate scrutiny committee
- The Committee
- Full Council
- The public

Role purpose and activity

- Adults, Children and Education and Health Vice Chairs;
- 2030 Scrutiny Panel Vice Chairs will each take the lead on one of the following areas of work:
 - Chair the Finance and Performance Sub-Panel
 - Chair the Growth Sub-Panel
 - Chair of the Communities and Neighbourhoods Sub-Panel
 - Lead on the training and development of Scrutiny Members (see separate role description).
 - Lead on co-ordinating and advising on the scrutiny reviews, task and finish groups and Inquiries (see separate role description).

Responsibility:

- Personal responsibility to represent the whole of Sandwell at scrutiny meetings.
- To support all partnership working within the scope of the scrutiny panel function, have knowledge of the shared partnership priorities and through scrutiny contribute to the delivery of the Vision 2030.
- To contribute to the corporate duty of well-being, good community relations and the promotion of sustainability within the scope of the scrutiny committee function.
- To ensure the full involvement of local people and communities in the decision-making process of the council, as necessary.



Leadership and direction:

- To provide leadership and direction to the scrutiny panel, contribute to the development of the overview and scrutiny function and ensure that the scrutiny panel carries out the functions set out in the Constitution.
- To deputise for the Chair in the preparation for and at Scrutiny meetings as required.
- To contribute to the co-ordination of the work programme with the scrutiny chair and ensure the work programme is member led and contributes to delivery of the Vision 2030.
- To promote the role of overview and scrutiny within and outside the council, developing effective internal relationships with officers and other members and encourage member and partners engagement in scrutiny activities developing external relationships with community representatives.

Member Development:

- To encourage continuous member development for scrutiny roles, identify training and development requirements for scrutiny chairs, vice chairs and members.
- Share learning and experience.
- Undertake compulsory skills training (questioning and chairing)
- Undertake appropriate awareness training on key topics that fall under the remit of the scrutiny panel.
- Maintain personal skill sets and develop a personal development plan (PDP) for your role.

Effective relationships and meeting management:

- To ensure that the scrutiny panel carries out the functions set out in the Constitution.
- To chair meetings of the panel, in the absence of the Chair, including any convened to consider any items that have been called-in or referred under Call for Action.
- Monitor and challenge members non-attendance and behaviours at meetings.
- Develop a constructive 'critical friend' relationship with officers and executive members and attend meetings to be briefed on all matters affecting the relevant service(s) and the forward plan.



- To make adequate and appropriate preparation for meetings, read relevant papers and reports and attend meetings with the Cabinet Member, Director and officers as appropriate.
- To engage partner agencies in the work of the scrutiny panel and promote a constructive approach to scrutiny work.
- To present findings of scrutiny sub-panel work to the panel, Executive and/or at meetings of the Council as required.
- To assist the Chair to manage and guide the panel's work, to scrutinise relevant issues relating to service delivery and decisions taken by the Executive.
- To engage partner agencies in the work of the scrutiny panel and promote a constructive approach to scrutiny work.
- To contribute to the development of service policy through the scrutiny function.

Values:

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and the following values in public office:

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- Honesty and integrity
- Tolerance and respect
- Equality and fairness
- Appreciation of cultural difference
- Sustainability



Role Description

Scrutiny Panel Vice Chair lead for Co-ordination and Support of Scrutiny Reviews, Task and Finish and Inquiries

Accountabilities

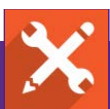
- Chair of the appropriate Scrutiny Panel
- The Panel
- Full Council
- The public

Role purpose and activity

Lead on co-ordinating and advising on scrutiny reviews, task and finish groups and Inquiries.

Responsibility:

- Personal responsibility to represent the whole of Sandwell at scrutiny meetings.
- To support all partnership working within the scope of the scrutiny panel function, have knowledge of the shared partnership priorities and through scrutiny contribute to the delivery of the Vision 2030.
- To contribute to the corporate duty of well-being, good community relations and the promotion of sustainability within the scope of the scrutiny panel function.
- To ensure the full involvement of local people and communities in the decision-making process of the council, as necessary.

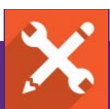


Leadership and direction:

- To lead on co-ordinating and advising on scrutiny reviews, task and finish groups and Inquiries.
- To work closely with Chairs and Vice-Chairs to support and advise on the appropriate mechanism to carry out in depth scrutiny of items in the Work Programme.
- To work with the LGA and CfPS to identify good practice and innovative mechanisms to carry out the scrutiny function.
- To identify potential advisors or representatives of stakeholder groups to invite to be co-opted to participate in scrutiny reviews, work groups or Inquiries.
- To provide leadership and direction to the scrutiny panel, contribute to the development of the overview and scrutiny function and ensure that the scrutiny panel carries out the functions set out in the Constitution.
- To deputise for the Chair in the preparation for and at Scrutiny meetings as required.
- To contribute to the co-ordination of the work programme with the scrutiny chair and ensure the work programme is member led and contributes to delivery of the Vision 2030.
- To promote the role of overview and scrutiny within and outside the council, developing effective internal relationships with officers and other members and encourage member and partners engagement in scrutiny activities developing external relationships with community representatives.

Member Development:

- To encourage continuous member development for scrutiny roles, identify training and development requirements for scrutiny chairs, vice chairs and members.
- Share learning and experience.
- Undertake compulsory skills training (questioning and chairing)
- Undertake appropriate awareness training on key topics that fall under the remit of the scrutiny panel.
- Maintain personal skill sets and develop a personal development plan (PDP) for your role.



Effective relationships and meeting management:

- To ensure that the scrutiny panel carries out the functions set out in the Constitution.
- To chair meetings of the panel, in the absence of the Chair, including any convened to consider any items that have been called-in or referred under Call for Action.
- Monitor and challenge members non-attendance and behaviours at meetings.
- Develop a constructive ‘critical friend’ relationship with officers and executive members and attend meetings to be briefed on all matters affecting the relevant service(s) and the forward plan.
- To make adequate and appropriate preparation for meetings, read relevant papers and reports and attend meetings with the Cabinet Member, Director and officers as appropriate.
- To engage partner agencies in the work of the scrutiny panel and promote a constructive approach to scrutiny work.
- To present findings of scrutiny sub-panel work to the panel, Executive and/or at meetings of the Council as required.
- To assist the Chair to manage and guide the panel’s work, to scrutinise relevant issues relating to service delivery and decisions taken by the Executive.
- To engage partner agencies in the work of the scrutiny panel and promote a constructive approach to scrutiny work.
- To contribute to the development of service policy through the scrutiny function.

Values:

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and the following values in public office:

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- Equality and fairness
- Appreciation of cultural difference
- Sustainability



Role Description

Scrutiny Panel Vice Chair lead for Member Development and Training

Accountabilities

- Chair of the appropriate Scrutiny Panel
- The Panel
- Full Council
- The public

Role purpose and activity

Lead on the training and development of Scrutiny Members.

Responsibility:

- Personal responsibility to represent the whole of Sandwell at scrutiny meetings.
- To support all partnership working within the scope of the scrutiny panel function, have knowledge of the shared partnership priorities and through scrutiny contribute to the delivery of the Vision 2030.
- To contribute to the corporate duty of well-being, good community relations and the promotion of sustainability within the scope of the scrutiny committee function.
- To ensure the full involvement of local people and communities in the decision-making process of the council, as necessary.



Leadership and direction:

- To lead on the training and development of Scrutiny Members.
- To work closely with Chairs and Vice-Chairs of panels to encourage continuous member development for scrutiny roles, identify training and development requirements for scrutiny chairs, vice chairs and members.
- To work with Civic and Member Services to develop the Member Development Programme and align all practices to national best practice and liaise with LGA and CfPS.
- To support new members as part of their induction programme and to offer skills and awareness training opportunities for the development of scrutiny members.
- To provide leadership and direction to the scrutiny panel, contribute to the development of the overview and scrutiny function and ensure that the scrutiny panel carries out the functions set out in the Constitution.
- To deputise for the Chair in the preparation for and at Scrutiny meetings as required.
- To contribute to the co-ordination of the work programme with the scrutiny chair and ensure the work programme is member led and contributes to delivery of the Vision 2030.
- To promote the role of overview and scrutiny within and outside the council, developing effective internal relationships with officers and other members and encourage member and partners engagement in scrutiny activities developing external relationships with community representatives.

Member Development:

- To encourage continuous member development for scrutiny roles, identify training and development requirements for scrutiny chairs, vice chairs and members.
- Share learning and experience.
- Undertake compulsory skills training (questioning and chairing)
- Undertake appropriate awareness training on key topics that fall under the remit of the scrutiny panel.
- Maintain personal skill sets and develop a personal development plan (PDP) for your role.



Effective relationships and meeting management:

- To ensure that the scrutiny panel carries out the functions set out in the Constitution.
- To chair meetings of the panel, in the absence of the Chair, including any convened to consider any items that have been called-in or referred under Call for Action.
- Monitor and challenge members non-attendance and behaviours at meetings.
- Develop a constructive ‘critical friend’ relationship with officers and executive members and attend meetings to be briefed on all matters affecting the relevant service(s) and the forward plan.
- To make adequate and appropriate preparation for meetings, read relevant papers and reports and attend meetings with the Cabinet Member, Director and officers as appropriate.
- To engage partner agencies in the work of the scrutiny panel and promote a constructive approach to scrutiny work.
- To present findings of scrutiny sub-panel work to the panel, Executive and/or at meetings of the Council as required.
- To assist the Chair to manage and guide the panel’s work, to scrutinise relevant issues relating to service delivery and decisions taken by the Executive.
- To engage partner agencies in the work of the scrutiny panel and promote a constructive approach to scrutiny work.
- To contribute to the development of service policy through the scrutiny function.

Values:

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- Equality and fairness
- Appreciation of cultural difference
- Sustainability



Role Description

Scrutiny Panel Member

Accountabilities

- Chair of the appropriate scrutiny panel
- Full Council
- The public

Role purpose and activity

Responsibility:

- Personal responsibility to represent the whole of Sandwell at scrutiny meetings.
- To support all partnership working within the scope of the scrutiny panel function, have knowledge of the shared partnership priorities and through scrutiny contribute to the delivery of the Vision 2030.
- To contribute to the corporate duty of well-being, good community relations and the promotion of sustainability within the scope of the scrutiny panel function.
- To ensure the full involvement of local people and communities in the decision-making process of the council, as necessary.

Member Development:

- To participate in continuous member development for scrutiny roles, identify training and development requirements for scrutiny.
- Share learning and experience.
- Undertake compulsory skills training (questioning)
- Undertake appropriate awareness training on key topics that fall under the remit of the scrutiny committee.
- Maintain personal skill sets and develop a personal development plan (PDP) for your role.



Effective relationships and preparation:

- To make adequate and appropriate preparation for meetings read relevant papers and reports, and to attend meetings to be briefed on all matters affecting the relevant service(s) as necessary.
- To participate fully in the activities of overview and scrutiny, the development and delivery of its work programme and any associated task and finish groups under the guidance of the Chair.
- To monitor the council's decision-making process, contribute to holding the Executive to account, monitoring performance and service delivery.
- To contribute to the development of overview and scrutiny in Sandwell and share learning and experience.
- To contribute to the scrutiny of scrutinising of draft policies, and improvement and refinement of existing policy. To identify where new policies might be required to address forthcoming legislation.
- To promote the role of overview and scrutiny within and outside the council, developing effective internal relationships with officers and other members and external relationships with community representatives.
- To use scrutiny as a means to carry out community engagement, address community issues and engage the public in forward work programmes.
- To participate in joint scrutiny - to work effectively with partner scrutineers from other authorities and organisations.

Values:

To be committed to the values of the Council:

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Role Description

Scrutiny Co-opted Member

Council can co-opt members to panels – people from the community with specific expertise and knowledge. Some co-options are statutory, for example, religious representatives on education scrutiny panels. In other instances, councils have the opportunity to invite interested members of the community to serve on other committees. For example, a representative of the Tenant Review Panel to consider housing matters on the relevant scrutiny panel. Scrutiny panels can also invite local people or professional people to be co-opted members or to consider a specific issue as part of a scrutiny review or task and finish group. It can be useful to include people who may not be strongly represented, such as business people, young people and people from ethnic minorities.

Accountabilities

- Chair of the appropriate scrutiny panel or work group
- Full Council
- The public

Role purpose and activity

Responsibility:

- Personal responsibility to represent the whole of Sandwell at scrutiny meetings.
- To support all partnership working within the scope of the scrutiny panel function, have knowledge of the shared partnership priorities and through scrutiny contribute to the delivery of the Vision 2030.
- To contribute to the corporate duty of well-being, good community relations and the promotion of sustainability within the scope of the scrutiny panel function.
- To ensure the full involvement of local people and communities in the decision-making process of the council, as necessary.



Training and Development:

- To participate in awareness and skills training for the scrutiny role.
- Share learning and experience.
- Undertake compulsory skills training (questioning)
- Undertake appropriate awareness training on key topics that fall under the remit of the scrutiny panel.

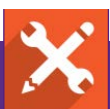
Effective relationships and preparation:

- To make adequate and appropriate preparation for meetings read relevant papers and reports and attend meetings to be briefed on all matters affecting the relevant service(s) as necessary.
- To participate fully in the activities of the overview and scrutiny, the development and delivery of its work programme and any associated task and finish groups under the guidance of the Chair.
- To monitor the council's decision-making process, contribute to holding the Executive to account, monitoring performance and service delivery.
- To contribute to the development of overview and scrutiny in Sandwell and share learning and experience.
- To contribute to the scrutiny of scrutinising of draft policies, and improvement and refinement of existing policy. To identify where new policies might be required to address forthcoming legislation.
- To promote the role of overview and scrutiny within and outside the council, developing effective internal relationships with officers and other members and external relationships with community representatives.
- To use scrutiny as a means to carry out community engagement, address community issues and engage the public in forward work programmes.

Values:

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Surjit Tour

Director of Law and Governance & Monitoring Officer

Sandwell Metropolitan Borough Council

Law and Governance

Sandwell Council House

PO Box 2374

Oldbury

West Midlands

B69 3DE

Governance and Scrutiny Review

21st August 2019

Dear Surjit

Thank you for the opportunity to support the Council in its review of scrutiny arrangements at the Council. We commend the Council on its approach to this review, the visible support of Council Leader, Chief Executive and Corporate Team and the extensive Member involvement in both the review and the shaping of future options. The review has also included the experience and expertise of others in the local government network and obtained additional insight from the practice at other Councils.

We were impressed by the thoroughness and pace of the review which will allow Sandwell, with the approval of the Council, to adopt a new scrutiny model within a few months. It is further pleasing to note that the Council intends to continuously improve and develop best-practice scrutiny through learning and adapting over time, also taking account of successful practice elsewhere.

Our review and Member survey, together with three Member workshops exposed a clear and enthusiastic commitment by Members to effect change and improve the productivity of scrutiny. There is a real understanding of the challenge involved in ensuring open, transparent public scrutiny and democratic accountability.

We have subsequently reviewed the Council's report: 'Scrutiny Review Findings and Way Forward' and its options for future structures. Our observation is that the option to have a single 2030 Scrutiny Committee to focus on the delivery of the Council's corporate plan is a viable and attractive proposal as it offers the ability to use your scrutiny resources in an agile and flexible way. This 2030 scrutiny Committee will have 5 Vice-Chairs who, you propose, will adopt specialist areas to 'champion', explore and help shape future policy development. These roles will mean that each vice-chair will have either a leader-role in one of the three sub panels or lead on development issues such as scrutiny development and training or lead the agile-scrutiny resources and planning of task and finish groups or similar review work.

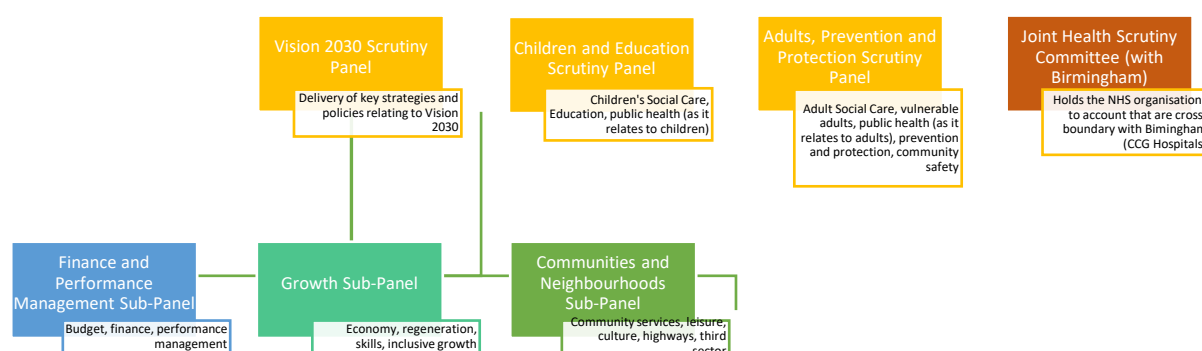
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telephone **020 3866 5100** email info@cfps.org.uk twitter [@cfpscrutiny](https://twitter.com/cfpscrutiny)

In addition to the main O&S Committee you propose that the critical areas of Adult Social Care and Children’s Services, each have a separate Committee with a Chair and Vice-Chair for each.

The inclusion of care of vulnerable adults, public health (adults), prevention and protection, and community safety within the Adult Social Care Scrutiny Committee will ensure that these vital areas of provision maintain essential oversight and scrutiny. Similarly, Children's Social Care Scrutiny Committee will include education, public health (children) as part of its focus.

It is proposed that the statutory Joint Health Scrutiny Committee will continue in its vital role of holding health services and providers to account.



We agree that this model, if adopted and implemented, will be an innovative and bold step in modernising the Council’s scrutiny arrangements. It will provide a new model with a range of options for how scrutiny engages with the council, partners and community, and should drive fresh ideas and thinking.

This structure will allow much greater scope for more members to take leading roles in scrutiny and to develop their skills. It will also offer members a more flexible way of working with the potential for members to become involved in extra scrutiny activity that has wider scope and interest.

Members may also benefit from agreeing and sharing a ‘Scrutiny Mission’ which simply sets out the core purpose and role of scrutiny in SMBC.

We would also support the addition of Task & Finish Commissions, led by Vice-Chairs to enquire into specific issues that link with the overarching scrutiny work-programme. Further agile working could also include holding Enquiry Seminars to gather evidence and hear from experts on specific topics which can also support further policy thinking and shaping. These ad hoc activities will need to be carefully scoped and limited in number to ensure resources are reasonably deployed.

To assist Member development further we would advise that additional Case Study or Master Class sessions on specific topics are provided by service officers or partners to give Members in depth briefings and training. This will allow Members to accumulate knowledge and expertise, which can be scheduled prior to important scrutiny events within the work-programme. Scrutiny can be much more effective when Members has essential knowledge. We would also advise that these events could be linked to ‘see and hear’ visits to service areas or assets.

Much of the success of a new structure will depend on Member motivation and engagement, plus effective Chairing and leadings skills of the Scrutiny Chairs and Vice Chairs. We would recommend that Members receive training on their Member role in the proposed new structure and specific training for all Chairs and Vice Chairs.

In the medium term the Council could develop further tools such as set of scrutiny protocols which set out the operating framework of scrutiny including expectations, behaviours, relationships, communications and contribution.

Overall Sandwell MBC's review of scrutiny has been thorough and systematic. If adopted it can bring positive change to scrutiny as an effective agent of public accountability, improved decision making, policy shaping and service delivery.

Yours sincerely

Ian Parry

Development Manager and Review Lead

Centre for Public Scrutiny

2030 Scrutiny Panel

Constitution and Appointment

The Council will annually constitute and appoint the 2030 Scrutiny Panel, comprising of 24 councillors, to discharge the functions conferred by Section 21 (Overview and Scrutiny Committees) of the Local Government Act 2000, Section 9 of the Localism Act 2011 and any regulations made under those Sections.

The 2030 Scrutiny Panel will be the designated 'Crime and Disorder Committee' as required by the Police and Justice Act 2006.

General Role

Within their terms of reference and in accordance with the Scrutiny Procedure Rules, the 2030 Scrutiny Panel will:-

- (1) review and scrutinise:-
 - (a) decisions made, or actions taken in connection with, the discharge of the Council's functions;
 - (b) the performance of the Council in relation to its objectives and ambitions;
 - (c) the Council's partnership arrangements;
 - (d) the Council's commissioning activities;
 - (e) the performance of other public bodies in Sandwell;
 - (f) any policy or strategy of the Council.
- (2) make reports and/or recommendations to the Council, the Cabinet and other public bodies in connection with any policy or the discharge of any functions;
- (3) exercise the right to call in, for reconsideration decisions made but not yet implemented by the Executive function of the Council.



Ways of Working

To deliver the Overview and Scrutiny functions the Panel will be able to utilise a wide-range of ways of working. The method of carrying out particular pieces of work will be determined during the work programming process.

The Panel will have the power to establish sub-panels, time-limited task & finish groups and inquiry days as necessary to discharge the functions falling within its remit.

The ways of working that can be employed by the Panel include but are not limited to:-

- meetings of the Panel;
- visits to see services/facilities in action;
- speaking to front line staff and service users;
- hearing from other organisations – NHS bodies, Police, voluntary sector organisations and subject experts;
- inquiry days;
- literature reviews and desktop analysis;
- surveys and questionnaires;
- masterclasses;
- spotlight sessions;
- Calls for Evidence to the public.

Terms of Reference

The 2030 Scrutiny Panel is responsible for scrutiny processes in relation to the following:-

- key strategies, policies and projects relating to Vision 2030;
- development of overview and scrutiny;
- all services provided by the Council, except for those within the Terms of Reference of another Scrutiny Panel, including:-
 - corporate services;
 - transport;
 - housing;
 - public infrastructure;



- town centres;
- economic development;
- business and industry;
- cohesion and inclusivity;
- the West Midlands Combined Authority.



Finance and Performance Management Scrutiny Sub-Panel

Constitution and Appointment

The 2030 Scrutiny Panel will annually constitute and appoint the Finance and Performance Management Scrutiny Sub-Panel, comprising of 7 councillors.

General Role

Within their terms of reference and in accordance with the Scrutiny Procedure Rules, the Finance and Performance Management Scrutiny Sub-Panel will:-

- (1) review and scrutinise:-
 - (a) decisions made, or actions taken in connection with, the discharge of the Council's functions;
 - (b) the performance of the Council in relation to its objectives and ambitions;
 - (c) the Council's partnership arrangements;
 - (d) the Council's commissioning activities;
 - (e) the performance of other public bodies in Sandwell;
 - (f) any policy or strategy of the Council.

- (2) make reports and/or recommendations to the 2030 Scrutiny Panel connection with any policy or the discharge of any functions.



Ways of Working

To deliver the Overview and Scrutiny functions the Sub-Panel will be able to utilise a wide-range of ways of working. The method of carrying out particular pieces of work will be determined during the work programming process.

The Sub-Panel will have the power to establish time-limited task & finish groups and inquiry days as necessary to discharge the functions falling within its remit.

The ways of working that can be employed by the Sub-Panel include but are not limited to:-

- meetings of the Sub-Panel;
- visits to see services/facilities in action;
- speaking to front line staff and service users;
- hearing from other organisations – NHS bodies, Police, voluntary sector organisations and subject experts;
- inquiry days;
- literature reviews and desktop analysis;
- surveys and questionnaires;
- masterclasses;
- spotlight sessions;
- Calls for Evidence to the public.

Terms of Reference

The Finance and Performance Management Scrutiny Sub-Panel is responsible for scrutiny processes in relation to the following:-

- budget strategy;
- treasury management;
- performance management.

In addition the Sub-Panel shall consider any other matters as determined by the 2030 Scrutiny Panel.



Communities and Neighbourhoods Scrutiny Sub-Panel

Constitution and Appointment

The 2030 Scrutiny Panel will annually constitute and appoint the Communities and Neighbourhoods Scrutiny Sub-Panel, comprising of 7 councillors.

General Role

Within their terms of reference and in accordance with the Scrutiny Procedure Rules, the Communities and Neighbourhoods Scrutiny Sub-Panel will:-

- (1) review and scrutinise:-
 - (a) decisions made, or actions taken in connection with, the discharge of the Council's functions;
 - (b) the performance of the Council in relation to its objectives and ambitions;
 - (c) the Council's partnership arrangements;
 - (d) the Council's commissioning activities;
 - (e) the performance of other public bodies in Sandwell;
 - (f) any policy or strategy of the Council.
- (2) make reports and/or recommendations to the 2030 Scrutiny Panel connection with any policy or the discharge of any functions.

Ways of Working

To deliver the Overview and Scrutiny functions the Sub-Panel will be able to utilise a wide-range of ways of working. The method of carrying out particular pieces of work will be determined during the work programming process.



The Sub-Panel will have the power to establish time-limited task & finish groups and inquiry days as necessary to discharge the functions falling within its remit.

The ways of working that can be employed by the Sub-Panel include but are not limited to:-

- meetings of the Sub-Panel;
- visits to see services/facilities in action;
- speaking to front line staff and service users;
- hearing from other organisations – NHS bodies, Police, voluntary sector organisations and subject experts;
- inquiry days;
- literature reviews and desktop analysis;
- surveys and questionnaires;
- masterclasses;
- spotlight sessions;
- Calls for Evidence to the public.

Terms of Reference

The Communities and Neighbourhoods Scrutiny Sub-Panel is responsible for scrutiny processes in relation to the following:-

- Community services;
- Leisure;
- Culture;
- Highways;
- Waste and environment;
- The Third Sector.

In addition the Sub-Panel shall consider any other matters as determined by the 2030 Scrutiny Panel.



Growth Scrutiny Sub-Panel

Constitution and Appointment

The 2030 Scrutiny Panel will annually constitute and appoint the Growth Scrutiny Sub-Panel, comprising of 7 councillors.

General Role

Within their terms of reference and in accordance with the Scrutiny Procedure Rules, the Growth Scrutiny Sub-Panel will:-

- (1) review and scrutinise:-
 - (a) decisions made, or actions taken in connection with, the discharge of the Council's functions;
 - (b) the performance of the Council in relation to its objectives and ambitions;
 - (c) the Council's partnership arrangements;
 - (d) the Council's commissioning activities;
 - (e) the performance of other public bodies in Sandwell;
 - (f) any policy or strategy of the Council.
- (2) make reports and/or recommendations to the 2030 Scrutiny Panel connection with any policy or the discharge of any functions.

Ways of Working

To deliver the Overview and Scrutiny functions the Sub-Panel will be able to utilise a wide-range of ways of working. The method of carrying out particular pieces of work will be determined during the work programming process.

The Sub-Panel will have the power to establish time-limited task & finish groups and inquiry days as necessary to discharge the functions falling within its remit.

The ways of working that can be employed by the Sub-Panel include but are not limited to:-



- meetings of the Sub-Panel;
- visits to see services/facilities in action;
- speaking to front line staff and service users;
- hearing from other organisations – NHS bodies, Police, voluntary sector organisations and subject experts;
- inquiry days;
- literature reviews and desktop analysis;
- surveys and questionnaires;
- masterclasses;
- spotlight sessions;
- Calls for Evidence to the public.

Terms of Reference

The Growth Scrutiny Sub-Panel is responsible for scrutiny processes in relation to the following:-

- economy;
- regeneration;
- inclusive growth;
- skills and access to work.

In addition the Sub-Panel shall consider any other matters as determined by the 2030 Scrutiny Panel.



Adults, Prevention and Protection Scrutiny Panel

Constitution and Appointment

The Council will annually constitute and appoint the Adults, Prevention and Protection Scrutiny Panel, comprising of 9 councillors, to discharge the functions conferred by Section 21 (Overview and Scrutiny Committees) of the Local Government Act 2000, Section 9 of the Localism Act 2011 and any regulations made under those Sections.

The Adults, Prevention and Protection Scrutiny Panel will be the designated 'Crime and Disorder Committee' as required by the Police and Justice Act 2006.

The Adults, Prevention and Protection Scrutiny Panel will also include up to 3 co-opted members without voting rights:-

1 representative of Sandwell Healthwatch;
Representatives of other organisations as identified by the Panel.

General Role

Within their terms of reference and in accordance with the Scrutiny Procedure Rules, the Adults, Prevention and Protection Scrutiny Panel will:

- (1) review and scrutinise:-
 - (a) decisions made, or actions taken in connection with, the discharge of the Council's functions;
 - (b) the performance of the Council in relation to its objectives and ambitions;
 - (c) the Council's partnership arrangements;
 - (d) the Council's commissioning activities;
 - (e) the performance of other public bodies in Sandwell;
 - (f) any policy or strategy of the Council.



- (2) make reports and/or recommendations to the Council, the Cabinet and other public bodies in connection with any policy or the discharge of any functions;
- (3) exercise the right to call in, for reconsideration decisions made but not yet implemented by the Executive function of the Council.

Ways of Working

To deliver the Overview and Scrutiny functions the Panel will be able to utilise a wide-range of ways of working. The method of carrying out particular pieces of work will be determined during the work programming process.

The Panel will have the power to establish sub-panels, time-limited task & finish groups and inquiry days as necessary to discharge the functions falling within its remit.

The ways of working that can be employed by the Panel include but are not limited to:-

- meetings of the Panel;
- visits to see services/facilities in action;
- speaking to front line staff and service users;
- hearing from other organisations – NHS bodies, Police, voluntary sector organisations and subject experts;
- inquiry days;
- literature reviews and desktop analysis;
- surveys and questionnaires;
- masterclasses;
- spotlight sessions;
- Calls for Evidence to the public.

Terms of Reference

The Adults Scrutiny Panel is responsible for scrutiny processes in relation to the following:-

- services for older and vulnerable adults;



- local safeguarding arrangements for adults;
- services for people with disabilities and/or learning disabilities;
- the Better Care Fund;
- Public Health matters relating to adults;
- Health matters relating to adults;
- the discharge by the responsible authorities of their crime and disorder functions.

In addition, the Adults, Prevention and Protection Scrutiny Panel will:-

- make reports and recommendations to relevant NHS bodies, relevant health service providers and commissioners, the Secretary of State or Regulators;
- be responsible for initiating the response to any formal consultation undertaken by relevant NHS Trusts and CCGs or other health providers or commissioners on any substantial development or variation in services;
- participate with other relevant neighbouring local authorities in any joint scrutiny arrangements of NHS Trusts providing cross-border services;
- refer a proposed substantial variation in service delivery to the Secretary of State, subject to the agreement of the Chair of the Adults, Prevention and Protection Scrutiny Panel who will hold the power of veto in respect of any proposed referral of a substantial variation to the Secretary of State.



Children and Education Scrutiny Panel

Constitution and Appointment

The Council will annually constitute and appoint the Children and Education Scrutiny Panel, comprising of 9 councillors, to discharge the functions conferred by Section 21 (Overview and Scrutiny Committees) of the Local Government Act 2000, Section 9 of the Localism Act 2011 and any regulations made under those Sections.

The Children and Education Scrutiny Panel will also include 6 co-opted members:-

- 1 representative of the Birmingham and Lichfield Church of England diocesan authorities (voting rights on any matter with regard to education);
- 1 representative of the Birmingham Roman Catholic arch-diocesan authority (voting rights on any matter with regard to education);
- 2 parent governor representatives (voting rights on any matter with regard to education);
- 2 SHAPE Forum representatives.

General Role

Within their terms of reference and in accordance with the Scrutiny Procedure Rules, the Children and Education Scrutiny Panel will:-

- (1) review and scrutinise:-
 - (a) decisions made, or actions taken in connection with, the discharge of the Council's functions;
 - (b) the performance of the Council in relation to its objectives and ambitions;
 - (c) the Council's partnership arrangements;
 - (d) the Council's commissioning activities;
 - (e) the performance of other public bodies in Sandwell;
 - (f) any policy or strategy of the Council.



- (2) make reports and/or recommendations to the Council, the Cabinet and other public bodies in connection with any policy or the discharge of any functions;
- (3) exercise the right to call in, for reconsideration decisions made but not yet implemented by the Executive function of the Council.

Ways of Working

To deliver the Overview and Scrutiny functions the Panel will be able to utilise a wide-range of ways of working. The method of carrying out particular pieces of work will be determined during the work programming process.

The Panel will have the power to establish sub-panels, time-limited task & finish groups and inquiry days as necessary to discharge the functions falling within its remit.

The ways of working that can be employed by the Panel include but are not limited to:-

- meetings of the Panel;
- visits to see services/facilities in action;
- speaking to front line staff and service users;
- hearing from other organisations – NHS bodies, Police, voluntary sector organisations and subject experts;
- inquiry days;
- literature reviews and desktop analysis;
- surveys and questionnaires;
- masterclasses;
- spotlight sessions;
- Calls for Evidence to the public.

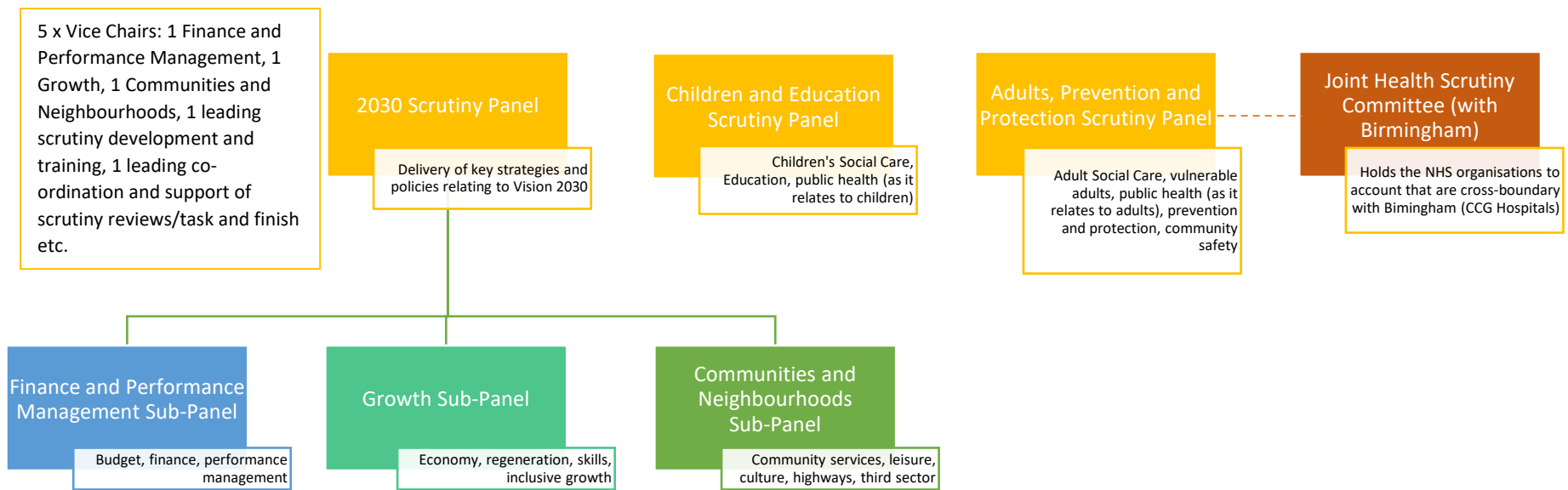
Terms of Reference

The Children and Education Scrutiny Panel is responsible for scrutiny processes in relation to the following:-



- the functions of the Council as an authority under the Education Acts, Schools Standards and Framework Act 1998 and all other relevant legislation;
- education related services for children and young people;
- services for children, young people and families;
- local safeguarding arrangements for children and young people;
- corporate parenting;
- Sandwell Children's Trust;
- Public Health matters relating to children and young people;
- Health matters relating to children and young people.





There are a wide range of Agile Working methods available to all Panels and Sub-Panels to deliver their work programme, including:

