

The council's Scrutiny Committees Key Objectives 2022-2023 with identified outputs and activities.

The Role of Scrutiny		
Objectives	Outputs and activities	Lead responsibility
Objective 1		
Being clear about the scrutiny committee's role and objectives within the organisation and wider governance structures.		
	i). Agreement of committee's role and objectives.	The relevant scrutiny committee
	ii). Chair (or other delegated members of the committee) attending Cabinet and being clear on the role of scrutiny.	Chair of the scrutiny committee
	iii). Chair (or other delegated members of the committee) attending external organisations and being clear on the role of scrutiny.	Chair of the scrutiny committee
	iv). Chair (or other delegated members of the committee) holding pre-committee briefing meetings with the relevant departments six weeks ahead of each committee meeting, to clarify report requests, purpose of scrutiny activities, possible outcomes and participants, including any external participants such as partner organisations and expert witnesses, clarifying the role of the committee generally and in each case.	Chair of the scrutiny committee
	v). Officer and member reports to Cabinet, CLT and external organisations, being clear on the role of scrutiny.	Statutory Scrutiny Officer
	vi). Council web pages being clear on the role of scrutiny and presenting its work to the public in an effective way.	Council Communications Team and Statutory Scrutiny Officer
Policy Development		
Objective 2		
Make a demonstrable impact and add value to Council policy, strategies and Cabinet decisions.		
	i). Recommendations to the Cabinet (or full Council if appropriate) on specific council policies at the right time and right way to allow effective changes to those policies (eg before decisions are made).	The relevant scrutiny committee
	ii). Obtaining a clear and definitive Executive Response to scrutiny recommendations to the Cabinet which clearly details the specific changes to council policy and when they will be implemented.	The Cabinet and Monitoring Officer
	iii). Evaluate the tangible impact of the committee's work on policy and services, eg through scrutiny review of scrutiny recommendations agreed by the Cabinet.	The relevant scrutiny committee

Scrutiny Reports and Recommendations		
Objective 3		
Scrutiny reports that effectively communicate the work of the committee inquiries to key audiences (eg the Cabinet, Council officers, external stakeholders and the public), clearly evidencing scrutiny recommendations.		
	i). Chair (or other delegated members of the committee) attending Cabinet to present scrutiny work and findings and any reports and recommendations, and where recommendations are made, requesting a clear Executive Responses to those recommendations.	Chair of the scrutiny committee
	ii). Chair (or other delegated members of the committee) attending external organisations (including NHS and other key partners) to present scrutiny work and findings and any reports and recommendations, and where recommendations are made, requesting a clear Executive Responses to those recommendations.	Chair of the scrutiny committee
	iii). An Annual Scrutiny Report to set out the work of all of the scrutiny committees for the year, including any policy recommendations and the Executive Responses and any evidenced impact.	Chair of the scrutiny committee, Statutory Scrutiny Officer and designated committee support officers.
	iv). Ensure quality reports and scrutiny recommendations made in scrutiny reports that are strategic and SMART. (Specific, Measurable, Achievable, Realistic and Time-based).	The relevant scrutiny committee
Recommendations in Committee		
Objective 4		
Ensure that any scrutiny recommendations made in committee are clearly addressed to the Cabinet) (or other appropriate decision maker) strategic and SMART.		
	i). Quality recommendations in committee - The proportion of scrutiny recommendations made that are: <ul style="list-style-type: none"> a) clearly addressed to the Cabinet (or other executive decision maker where appropriate), b) that are specific and identify clearly what actions are requested and by whom, c) that are measurable, d) that are feasible, e) that identify the time period and/or deadline for implementation, f) that are clearly backed by evidence, including evidence for all of the above, which included questions to Cabinet Members and departmental officers to test them out. 	The relevant scrutiny committee

An Evidence Based Approach		
Objective 5		
Ensure that scrutiny reports and recommendations made in committee are clearly based and referenced to the evidence received either in officer reports to the committee or provided in committee.		
	i). Clear linkages and references to substantial and credible evidence received either in officer reports to the committee or provided orally in committee, including from external witnesses, clearly noted in the minutes of proceedings or scrutiny reports of the committee.	The relevant scrutiny committee
	ii). Make use of evidence provided by external expert witnesses and partner organisations. Clear linkages and references to substantial and credible evidence received from external witnesses either in written submissions or presentations, or provided orally in committee, clearly noted in the minutes of proceedings or scrutiny reports of the committee.	The relevant scrutiny committee
Executive Response		
Objective 6		
Request the Cabinet agree a definitive, clear Executive Response to all scrutiny reports and recommendations.		
	i). A clear, documented Executive Response to each and all scrutiny reports and recommendations.	Monitoring Officer and Statutory Scrutiny Officer.
	i). Executive Responses that provide clear decisions in respect of each and every scrutiny recommendation, to agree, reject or amend each recommendation.	Monitoring Officer and Statutory Scrutiny Officer.
	ii). Clear requests by the Chair of the committee, the Statutory Scrutiny Officer and committee for a definitive, documented Executive Response to each and all scrutiny reports and recommendations. This should happen generally but specifically directly following each scrutiny committee where scrutiny reports and recommendations are made.	Chair of the scrutiny committee, Statutory Scrutiny Officer
	iii). Chair (or other delegated members of the committee) attending Cabinet to present scrutiny work and findings and any recommendations, and where recommendations are made, requesting a clear Executive Responses to those recommendations.	Chair of the scrutiny committee
	iv). Chair (or other delegated members of the committee) attending external organisations (including NHS and other key partners) to present scrutiny work and findings and any recommendations, and where recommendations are made, requesting a clear Executive Responses to those recommendations.	Chair of the scrutiny committee
	v). Chair (or other delegated members of the committee) holding periodic informal meetings with the relevant Cabinet Members and senior officers to discuss scrutiny	Chair of the scrutiny committee

	work and findings and any recommendations, and where recommendations are made, requesting a clear Executive Responses to those recommendations.	
	vi). Chair (or other delegated members of the committee) holding periodic informal meetings with the relevant external organisations to discuss scrutiny work and findings and any recommendations, and where recommendations are made, requesting a clear Executive Responses to those recommendations.	Chair of the scrutiny committee
Holding the Executive to Account		
<u>Objective 7</u>		
Provide demonstrable accountability of the Cabinet and Cabinet Members.		
	i). Visibly and pointedly directing key questions in committee to the Cabinet Member, and ensuring opening questions and key strategic accountability questions are directed at the Cabinet Member.	The relevant scrutiny committee
	ii). Ensuring that there are questions in committee that ask the Cabinet Member on delivery of what they said they would do (agreed council objectives for their portfolio).	The relevant scrutiny committee
	iii). Ensuring the Cabinet Member is visibly “fronting up” presenting the portfolio policy and services in committee, ideally attending in person and clearly identified in the proceedings.	Chair of the scrutiny committee and Cabinet Members.
Scrutiny of Partnerships		
<u>Objective 8</u>		
Effective scrutiny and involvement of external organisations and partnerships in the scrutiny process.		
	i). Clear identification of relevant external witnesses, particularly from key partner organisations and expert witnesses, for each substantive issue under consideration by the committee.	The relevant scrutiny committee
	ii). Clear time and space in proceedings for consideration of written and oral evidence from relevant external witnesses, particularly from key partner organisations and expert witnesses, for each substantive issue under consideration by the committee.	Chair of the scrutiny committee
	iii). Effective demonstrable accountability of external organisations and individuals including key statutory partners in providing evidence based recommendations for policy development.	The relevant scrutiny committee

Crime and Disorder Scrutiny (CCSC only)		
Objective 8a (CCSC only)		
Effective overview and scrutiny of local crime and disorder partnerships (Community Safety Partnerships CSPs)¹.		
	i). Attendance and evidence from the Chair of the CSP in committee.	
	ii). Consideration of reports of the CSP, including: a) the CSP Partnership Plan and objectives for the next year (whist still being developed) and b) consideration of the CSP delivery plans.	The relevant scrutiny committee
	iii). Scrutiny of the working of the <u>whole</u> of the local Community Safety Partnership (CSP) rather than any particular member (eg on the police).	The relevant scrutiny committee
	iv). Consideration of evidence of impact of CSPs and CSP plans on crime and disorder (eg crime and ASB data reports, feedback from neighbours and residents etc).	The relevant scrutiny committee
Health Scrutiny (H,C&WSC only)		
Objective 8b (H,C&WSC only)		
Demonstrate effective scrutiny of health partnerships, (eg between the Council and the NHS).		
	i). Attendance and evidence from NHS executive officers and Board representatives in committee.	
	ii). Consideration of reports from NHS CCGs and Trusts, including: a) strategic plan and objectives for the next year and b) consideration of NHS delivery plans against objectives.	The relevant scrutiny committee
	iii). Engagement with relevant partner agencies by the Chair or other delegated members of the committee, including CCG, NHS Trusts and Healthwatch, as well as other local authority scrutiny committees in the region.	The Chair of the scrutiny committee
	i). Inclusion of health partnerships on the relevant scrutiny committee scrutiny work plans, linked to relevant items for consideration.	The relevant scrutiny committee
	ii). Identification of relevant health partner organisations for each relevant substantive issue considered in the committee work plan and ahead of scrutiny committee	The relevant scrutiny committee

¹ A Crime and Disorder Reduction Partnership (CDRP) is one of a number of statutory local partnerships in England and Wales, and was established by the Crime and Disorder Act 1998 to co-ordinate action on crime and disorder.

	meeting in planning scrutiny inquiries in reports requests and pre-committee briefing sessions.	
	iii). Evidence of consideration of health partnerships in committee proceedings, minutes, scrutiny reports.	The relevant scrutiny committee
	iv). Requesting the assistance of the relevant council departments to engage with NHS partners in the scrutiny process.	The Chair of the scrutiny committee and the Corporate Director for Corporate Director Community Wellbeing
	v). Include consideration of local health priorities and plans and outcomes against these. (eg JSNA, NHS Trust plans and joint commissioning plans etc).	The relevant scrutiny committee
	vi). Include consideration of health outcomes for residents and service users.	The relevant scrutiny committee
Questioning in Committee		
Objective 9		
Effective questioning in committee in holding decision makers to account for things they are promised to deliver (eg referencing Council priorities or performance).		
	i). consistent effective questioning in committee in holding decision makers to account for things they are promised to deliver (eg referencing Council priorities or performance).	The relevant scrutiny committee
	ii). Focus questioning in committee in gaining evidence in support of possible scrutiny recommendations for policy development and review.	The relevant scrutiny committee
	iii). Routine pre-meeting briefing sessions a few days ahead of each formal meeting, planning questions together in advance, working out, as a group, the approach to questioning different witnesses.	The relevant scrutiny committee
Scrutiny Work Planning		
Objective 10		
Be effective in identifying the topics where the committee can add most value to the organisation		
	i). Requesting and obtaining reports from council departments ahead of work planning each year on the key issues where scrutiny can add value through opportunities for policy development, pre-decision review ("pre-decision scrutiny"), service review, or oversight of council performance and accountability for delivery of council objectives.	The scrutiny committee and Statutory Scrutiny Officer
	ii). Inviting suggestions from and engaging with local partner, voluntary and community organisations pre-work planning and in work planning sessions, on evidence on	The scrutiny committee and Statutory Scrutiny

	identifying the topics where they can add most value to the organisation and / or local residents.	Officer and other committee support officers
	iii). Holding annual work planning sessions focused on identifying the topics where they can add most value to the organisation and / or local residents (EG where they can play a role in policy development not being carried out elsewhere and where they may realistically be able to propose changes or development to make an impact on service improvement, rather than areas where it is unlikely to add much value).	The scrutiny committee and Statutory Scrutiny Officer and other committee support officers
	iv). Chair (or other delegated members of the committee) holding pre-committee briefing meetings with the relevant departments six weeks ahead of each committee meeting, to clarify report requests, purpose of scrutiny activities, possible outcomes and participants, including any external participants such as partner organisations and expert witnesses, clarifying the role of the committee generally and in each case.	The Chair of the scrutiny committee and committee support officers
	v). Ensure that topic selection is evidence based. Clear linkages to scrutiny topics and evidence that it is an area they can add most value to the organisation and / or local residents, eg indented opportunities for timetabled policy review or development, areas of poor performance, areas of high public interest or concern etc.	The relevant scrutiny committee
	vi). Ensure that the views of external stakeholders and the public taken into account.	The relevant scrutiny committee
Scrutiny Task and Finish Groups		
Objective 11		
Ensure that in-depth scrutiny activities carried out through task and finish groups are effective.		
	i). Scrutiny task and finish groups are clear in their purpose and terms of reference and membership, set by the scrutiny committee.	The relevant scrutiny committee
	ii). Scrutiny task and finish groups are clear on when they need to report to the main committee and the expected outputs (eg scrutiny report, or report and recommendations etc, detailed on the committee work plan, and scrutiny project plan and delivered on time with expected outputs.	The relevant scrutiny committee
	iii). Clear, succinct, interesting, scrutiny reports that clearly present the purpose of the inquiry, the membership and terms of reference, the key conclusions and any recommendations of the inquiry and evidence to support conclusions and recommendations.	The scrutiny committee, appointed Task Group members and committee support officers
	iv). Clear definitive SMART scrutiny recommendations (where appropriate and evidenced) clearly directed to the relevant executive decision maker (eg Cabinet).	The scrutiny committee, appointed Task Group members

		and committee support officers
	v). Ensure that Scrutiny Task and Finish Groups are well directed and planned (eg through a project plan or timetabled schedule of work).	Appointed Task Group members and committee support officers
Scrutiny and the Public		
<u>Objective 12</u>		
Engaging the public and external VCOs (Voluntary and Community Organisations) in the work of the committees, in particular in inviting and receiving written and oral submissions in and outside of the committee to inform their work.		
	Invite and draw upon the testimony of expert witnesses to inform their work in committee.	The relevant scrutiny committee