

Scrutiny Review Working Group

Recommendation	Existing Position	Progress / Outcome from Working Group
Does Scrutiny Influence and what is the Impact?		
R1	<p>The Executive and Executive Members should provide formal and constructive feedback on why the views and/or recommendations of a scrutiny committee are not accepted.</p>	<p>Feedback may be provided informally, for example, via the 'Statement by Executive Councillor' agenda item, which appears on some scrutiny committee agenda. However, there is currently no formal mechanism for Executive Councillors and the Executive to provide feedback to Scrutiny Committees in relation to their decisions and whether the recommendations from Scrutiny Committees in relation to these decisions have been taken into account.</p> <p>In relation to Scrutiny Review final reports from Scrutiny Committees, an action plan is produced by the Executive Councillor that sets out which recommendations have been accepted and the rationale for rejecting any recommendations.</p>
R2	<p>The implementation of recommendations need to be formally and more consistently tracked and reported back to the Overview and Scrutiny Management Committee at regular intervals.</p>	<p>The implementation of recommendations from Scrutiny Reviews is monitored on a regular basis by the parent Scrutiny Committee through the action plan produced by the Executive Councillor.</p> <p>However any recommendations from Scrutiny Committees are not currently formally tracked.</p>
		<p>The Review of Scrutiny Working Group discussed the Executive – Scrutiny relationship at its first four meetings and agreed that a protocol should be drafted to formalise the Executive – Scrutiny relationship.</p> <p>Feedback from the Executive and Executive Councillors has been formalised as part of the new Executive - Scrutiny Protocol under Section B.</p> <p>Recommendations from Scrutiny Committees to officers, Executive, Executive Councillors, and partner agencies will be tracked as part of a revised work programme report.</p>

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R3	<p>Scrutiny needs to get out of County Hall more and to look at new ways to engage the public in its work.</p>	<p>Scrutiny Committees do occasionally hold meetings outside County offices when there is a report on a Scrutiny Committee's agenda which would warrant an offsite visit.</p> <p>Members of the public are allowed to speak at Scrutiny Committee meetings at the discretion of the Chairman and this has happened on a number of occasions.</p> <p>For Scrutiny Reviews, engaging with the public and undertaking visits are always encouraged wherever possible.</p>	<p>Scrutiny Committees can hold meetings offsite as required. However, consideration needs to be given to the potential costs involved in meeting offsite and the added value gained from holding a meeting offsite.</p> <p>Members of the public can speak at Scrutiny Committee meetings at the discretion of the Chairman provided adequate notice has been given.</p> <p>Scrutiny Panels are encouraged to engage with the public and undertake visits.</p>
R4	<p>Scrutiny should call upon the support of corporate communications to demonstrate impacts and benefits of its work to both the council and wider community.</p>	<p>A member of the Communications team attends pre-meetings and Scrutiny Committee meetings on a regular basis, and when media interest merits, facilitates interviews with the Chairman after the meeting.</p>	<p>The Review of Scrutiny Working Group felt that more discussions should take place with Communications to develop further support for scrutiny.</p>

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Capacity and Capability		
R5	<p>There needs to be a refresh of member training with unambiguous commitment to on-going training and development. This should include support for the development of ‘softer skills’; the style and types of questions asked, the confidence and skill of members, the ability to probe and enquire in a challenging but non-abrasive way, are important factors in holding the Executive to account.</p>	<p>The cross party Councillor Development Group identifies the training needs of all councillors and agrees a member training programme each year. Training sessions on Scrutiny, including questioning skills, have been previously provided.</p>
		<p>The most recent scrutiny training session for all councillors was provided in February 2016 by an external provider.</p> <p>The Councillor Development Group currently reports to Group Leaders. The Review of Scrutiny Working Group felt that the Overview and Scrutiny Management Board should have an input into the training programme in relation to scrutiny.</p>

Recommendation	Existing Position	Progress / Outcome from Working Group	
Agenda Setting and Work Programme			
<p>R6</p>	<p>Scrutiny committees must be selective about what they do look at, and what they do not look at. This requires firm leadership by the Chairmen and Vice-Chairmen, unambiguous and bold advice from officers, and acceptance by committee members that a fuller consideration of issues will require prioritisation of agenda items.</p>	<p>In the first three years of this council term, Scrutiny Committees considered a total of 1,025 agenda items. In 458 instances (45%) consideration of the item led to a minute where the report or information was noted, with no other action recorded. This confirms the view that there are currently too many items on Scrutiny Committee agendas where the only outcome is to note.</p> <p>There is a need for more prioritisation to ensure that agendas are manageable and proper consideration can be given to the items on the agenda.</p> <p>The Scrutiny Committees should be focussing their efforts and time on strategic items relating to policy development, policy review, pre-decision scrutiny, post-decision scrutiny, performance and budget.</p>	<p>The Review of Scrutiny Working Group has agreed a Prioritisation toolkit which can be used for prioritising agenda items as required and items for Scrutiny Panels.</p> <p>Information reports will no longer be included on Scrutiny Committee agendas. Instead officers will be asked to provide short briefing papers which can be circulated to councillors outside Scrutiny Committee meetings.</p>

	Recommendation	Existing Position	Progress / Outcome from Working Group
R7	<p>The management of 'in-depth' reviews needs to become more streamlined and less-resource intensive, therefore becoming a more effective tool for enhancing the effectiveness and responsiveness of scrutiny.</p>	<p>The current process for setting up scrutiny reviews by task and finish groups can take several weeks from the initial suggestion for a review. This process need to be speeded up.</p>	<p>The Review of Scrutiny Working Group has proposed that when a parent scrutiny committee requests a review, the scoping document is agreed with the Chairman and Vice Chairman of the Committee outside the formal meetings before it is submitted to OSMC for deciding whether a review should go ahead using the prioritisation toolkit. Nominations will then be sought from all Group Leaders to ensure political inclusiveness.</p>
The Scrutiny Team			

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R8	<p>The discussion and decisions at committees should be better reflected at Executive. The reports need to better reflect the range of perspectives, and indeed alternative options considered by the committee.</p>	<p>In the past, report authors used to provide feedback from the Scrutiny Committee on their report to the Executive. However, the full flavour of the discussion was not always evident to the Executive.</p>	<p>Scrutiny Officers now write up the comments from Scrutiny Committees to ensure that the full range of views and suggestions are provided to decision makers. In addition, Chairmen and Vice Chairmen of Scrutiny Committees have attended Executive to better represent the views of the wider Committee. The Chairman of OSMC also attends each meeting of the Executive.</p> <p>This has been formalised as part of the Executive - Scrutiny Protocol under Section C.</p>
R9	<p>Scrutiny officers should assume a greater advisory role, both on the process and content of the activity, including providing support in the framing of probing and productive lines of enquiry.</p>	<p>Scrutiny Officers currently have the opportunity at agenda setting meetings to suggest key lines of inquiry / questioning based on draft reports. In addition Scrutiny Officers can include suggested lines of inquiry or questions in the Chairman's notes which they produce for each Scrutiny Committee meeting.</p>	<p>The Review of Scrutiny Working Group requested Scrutiny Officers to undertake a workload analysis to understand their capacity to support each committee and undertake a greater advisory role. This analysis was shared with the Working Group.</p> <p>The Working Group felt that it was for the Chief Executive to take a view on the role of the Scrutiny Officer.</p>
<p>Who is Scrutinised?</p>			

	Recommendation	Existing Position	Progress / Outcome from Working Group
R10	<p>Lincolnshire County Council should consider whether the balance between scrutiny of the Executive (through its members), and scrutiny of officers, is the right one. The Executive should more fully engage in scrutiny, and it needs to be more fully accepted as a core responsibility.</p>	<p>There has been an expectation that Executive Councillors and/or Executive Support Councillors should attend Scrutiny Committee meetings to answer any questions raised by the Committee.</p> <p>There is now regular attendance by Executive Councillors and/or Executive Support Councillors at Scrutiny Committee meetings to facilitate a more constructive dialogue between Scrutiny Committees and the Executive.</p>	<p>The Review of Scrutiny Working Group fully supported more engagement with Executive Councillors and/or Executive Support Councillors at Scrutiny Committee meetings.</p> <p>This has been formalised as part of the Executive - Scrutiny Protocol under Section D.</p>
Leadership			

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R11	<p>There is a need for more effective leadership on scrutiny matters – and this leadership needs to be provided by the council itself by more ‘unity of purpose’ between the Executive, chairmen and vice-chairmen of scrutiny committees and senior managers.</p>	<p>Leadership is currently provided by the Chairmen of Scrutiny Committees in conjunction with relevant senior managers. There is a need for more triangulation with Executive Councillors.</p>	<p>The Review of Scrutiny Working Group has suggested that an annual workshop should be held for all councillors in March each year following the Budget Council meeting to identify high priority topics to inform the scrutiny work programmes for the year ahead.</p> <p>It is expected that the Overview and Scrutiny Management Board will provide effective leadership and direct the work programmes for each Scrutiny Committee and the Scrutiny Panels.</p> <p>In addition the quarterly briefing meetings between the Chairman, Vice Chairman and Executive Councillor, as detailed in the Scrutiny-Executive Protocol under Section E, will further inform the work programme and develop stronger relationships and leadership between Executive and Scrutiny.</p>
Oversight and Accountability			

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R12	<p>The chairmen and vice-chairmen of scrutiny committee should be held accountable for their performance of their respective scrutiny committees, and jointly for the operation of the scrutiny process as a whole.</p>	<p>The Chairman or Vice Chairman has an opportunity to provide an update on the work of their Scrutiny Committee at each meeting of the Overview and Scrutiny Management Committee (OSMC) through the Scrutiny Work Programme report. The other members of OSMC then have the opportunity to challenge the Chairman or Vice Chairman about the work of their Scrutiny Committee.</p>	<p>The Review of Scrutiny Working Group felt that the current arrangements for evaluating the work of each Scrutiny Committee should be revised to make it more effective in holding the Chairmen to account.</p> <p>The Working Group has suggested that in future the Scrutiny Work Programme report should be considered on a quarterly rota basis by the Overview and Scrutiny Management Board with an in depth report provided by scrutiny chairmen at each quarterly meeting.</p> <p>The Working Group also felt that the Chairmen of each Scrutiny Committee should be a member of the Overview and Scrutiny Management Board so that they could be held to account for the performance of their Scrutiny Committee.</p>

	Recommendation	Existing Position	Progress / Outcome from Working Group
R13	<p>Each committee should account annually for the impact of its work including tracking the implementation of recommendations and developing and directing the delivery of a co-ordinated work programme.</p>	<p>The Overview and Scrutiny Annual Report provides an overview of the work of each Scrutiny Committee over the past year and topics each Scrutiny Committee will be considering over the following year.</p> <p>The implementation of recommendations from Scrutiny Reviews is monitored on a regular basis by the parent Scrutiny Committee through the action plan produced by the Executive Councillor. However any recommendations from Scrutiny Committees are not currently formally tracked.</p>	<p>Recommendations from Scrutiny Committees to officers, Executive, Executive Councillors, and partner agencies will be tracked as part of a revised work programme report.</p> <p>The Overview and Scrutiny Annual Report will be revised to become more outcome focussed.</p>
The Relationship between Executive and Scrutiny			
R14	<p>Scrutiny chairmen should routinely attend the Executive meetings to present the conclusions and recommendations of their reviews. It would help develop relationship between the Executive and scrutiny leadership, and be a positive step in better articulating the breadth and intent of reviews.</p>	<p>The Chairmen and Vice Chairmen of Scrutiny Committees now attend meetings of the Executive to better represent the views of the wider Committee. The Chairman of Overview and Scrutiny Management Committee also attends each meeting of the Executive.</p> <p>For in depth scrutiny reviews, the Chairman of the Scrutiny Committee and the Chairman of the task and finish group (if different) both attend the Executive to present the outcomes from the scrutiny review.</p>	<p>This is now in place and has been formalised as part of Section C of the Executive - Scrutiny Protocol.</p>

Recommendation	Existing Position	Progress / Outcome from Working Group	
Culture and Behaviours			
R15	<p>The Overview and Scrutiny Management Committee, as the overarching scrutiny committee, should take a clearer and firmer role in driving forward and managing the scrutiny process and relevant committees, and provide the bridge between scrutiny and the Executive.</p>	<p>The Overview and Scrutiny Management Committee monitors the work of the Scrutiny Committees through the work programme report at each meeting.</p> <p>The Chairman of Overview and Scrutiny Management Committee now attends each meeting of the Executive to provide feedback from Scrutiny Committees to the Executive.</p>	<p>This has been formalised as part of the Executive - Scrutiny Protocol under Section C.</p>

Recommendation	Existing Position	Progress / Outcome from Working Group
Sound and Effective Governance		
<p>R16 To secure a more effective system of scrutiny at the county council, there is a need to put in place a revised governance structure for scrutiny based on the following principles:</p> <ul style="list-style-type: none"> • The Overview and Management Scrutiny Committee should take a leading role in delivering the revised approach to scrutiny, specifically agenda and work programming, relationships and culture, focus and prioritisation, in consultation with scrutiny chairs and vice-chairs, and the Executive. • The numbers of scrutiny committees are reduced. • The membership of scrutiny committees is reviewed to support greater consistency in the number of members that sit on each committee. • Scrutiny panels are established in support of scrutiny committees, with chairs and vice-chairs appointed on an annual basis. 	<p>The Scrutiny Structure currently consists of nine Scrutiny Committees which includes the Overview and Scrutiny Management Committee (OSMC) as the overarching Scrutiny Committee. The OSMC currently monitors the work programme of each Scrutiny Committee.</p> <p>The membership of the current Scrutiny Committees varies from 11 to 21 members to reflect political proportionality and the inclusion of Added Members on some Scrutiny Committees.</p> <p>Currently, task and finish groups are established to conduct in depth reviews on behalf of Scrutiny Committees. It is proposed to replace task and finish groups with Scrutiny Panels with Chairmen and Vice Chairmen appointed on an annual basis.</p>	<p>The Review of Scrutiny Working Group felt that the new Overview and Scrutiny Management Board should take a stronger lead in the prioritisation of scrutiny topics and delivery of the Scrutiny Work Programmes.</p> <p>The new Scrutiny Structure will be based on the recommended "5 Plus One" Model which was agreed by Council in December 2015.</p> <p>The Review of Scrutiny Working Group has considered the membership of Scrutiny Committees. However, future membership of the Scrutiny Committees will need to reflect the political proportionality of the Council and the number of political groups after the May 2017 elections.</p> <p>Two Scrutiny Panels will be established to undertake in depth scrutiny.</p>

	Recommendation	Existing Position	Progress / Outcome from Working Group
R17	<p>In considering the case for change and the relative merits of both options presented in Section 3 of this report, Lincolnshire County Council is recommended to implement a revised governance structure for scrutiny based on the '5 Plus One' model with the following scrutiny committees: Overview and Scrutiny Management Committee.</p> <p>Plus</p> <ol style="list-style-type: none"> 1. Adults Scrutiny Committee. 2. Children and Young People Scrutiny Committee. 3. Health Scrutiny Committee. 4. Economy, Environment and Transport Scrutiny Committee. 5. Community Protection and Wellbeing Scrutiny Committee. 	<p>The Scrutiny Structure currently consists of nine Scrutiny Committees, which are:</p> <ol style="list-style-type: none"> 1. Overview and Scrutiny Management Committee 2. Adults Scrutiny Committee 3. Children and Young People Scrutiny Committee 4. Community and Public Safety Scrutiny Committee 5. Economic Scrutiny Committee 6. Environmental Scrutiny Committee (which also meets as Flood and Drainage Management Scrutiny Committee) 7. Health Scrutiny Committee 8. Highways and Transport Scrutiny Committee 9. Value for Money Scrutiny Committee 	<p>The Review of Scrutiny Working Group considered different structure options, branding and subject combinations based on the "5 Plus One" Model. The Working Group's recommendation is the following scrutiny structure from May 2017 onwards:</p> <ol style="list-style-type: none"> 1. Overview and Scrutiny Management Board 2. Adults and Public Health Scrutiny Committee 3. Children and Young People Scrutiny Committee 4. Communities and Public Protection Scrutiny Committee 5. Environment, Economy and Transport Scrutiny Committee (which will also meet as Flood and Drainage Management Scrutiny Committee) 6. Health Scrutiny Committee <p>In addition there will be two Scrutiny Panels to carry out in depth scrutiny.</p>

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