Overview and Scrutiny Toolkit 2019-20 Draft

REASON FOR URGENCY:
Must be considered by OSC at the first meeting of the Municipal Year

1. EXECUTIVE SUMMARY

1.1. The report presents a draft of the Overview and Scrutiny toolkit 2019-20, which has been developed to replace the outgoing scrutiny toolkit 2016-17. The main purpose of the toolkit is to offer practical guidance for Members, senior leaders and scrutiny support officers when carrying out scrutiny activities.

2. RECOMMENDATIONS:

2.1. The Overview and Scrutiny Committee is recommended to:

   - Comment on the draft Overview and Scrutiny toolkit 2019-20.

3. DETAILS OF THE REPORT

3.1. The Overview and Scrutiny toolkit 2019-20 has been developed to refresh the outgoing Scrutiny toolkit 2016-17. This is a draft version based on the 2018-19 Overview and Scrutiny Committees structure and some of the areas will need to be amended to reflect the new committee structure and portfolios.
3.2. The Overview and Scrutiny toolkit 2019-20 aims to offer a practical guide to Members, senior officers and scrutiny support officers. Making the Overview and Scrutiny toolkit 2019-20 accessible to the wider Council will foster and develop a stronger organisational culture of scrutiny.

3.3. The Overview and Scrutiny toolkit 2019-20 was developed with the following considerations:
   - Current scrutiny toolkit 2016-17
   - Desk research – what are other local authorities are using
   - Benchmarking and best practice e.g. CfPS and Ministry of Housing Communities & Local Government statutory guidance
   - The Overview and Scrutiny toolkit 2019-20 has been shaped from the discussions from the Committee Members’ away day which focused on how we can make scrutiny more effective.
   - Obtaining feedback from 1-2-1’s with Committee Members, senior officers DLTs and scrutiny supporting officers.

3.4. Future plans for the Overview and Scrutiny toolkit 2019-20 following on from OSC meeting include:
   - Final version of the Overview and Scrutiny toolkit 2019-20 to be designed by the Council’s communication team with the aim to make it more accessible and engaging for readers.
   - Target date of completion for the Overview and Scrutiny toolkit 2019-20 will be June 2019
   - An online version of the Overview and Scrutiny toolkit 2019-20 will be developed to provide better accessibility and wider access to the rest of the Council.
   - A Communications plan will be developed to launch the Overview and Scrutiny toolkit 2019-20 to ensure all Members and officers are aware of its purpose and know where to find it.

4. EQUALITIES IMPLICATIONS

4.1. There are no equalities implications arising from the report.

5. OTHER STATUTORY IMPLICATIONS

5.1. Best Value Implications
   The activities highlighted in this report are made as part of the Overview and Scrutiny Committee’s role in helping to secure continuous improvement for the council, as required under its Best Value Duty.

5.1. Environmental (including air quality)
   There are no direct environmental implications arising from the report
5.2. **Risk Management**  
There are no direct risk management implications arising from the report or recommendations.

5.3. **Crime Reduction**  
There are no direct crime reduction implication arising from the report

5.4. **Safeguarding**  
There are no direct safeguarding implications arising from the report or

5.5. **Data Protection / Privacy Impact Assessment**  
There are no direct data protection/ privacy impact assessment implications arising from the report

6. **COMMENTS OF THE CHIEF FINANCE OFFICER**

6.1 This report is the upgraded Overview and Scrutiny toolkit; which provides practical guidance for Members, senior leaders and scrutiny support officers when carrying out scrutiny activities.

6.2 There are no direct financial implications from this report

7. **COMMENTS OF LEGAL SERVICES**

7.1 There are no specific legal implications arising from this report

**Linked Reports, Appendices and Background Documents**

**Linked Report**
- NONE

**Appendices**
- Overview and Scrutiny Committee Annual Report 2018-19

**Local Government Act, 1972 Section 100D (As amended)**  
List of “Background Papers” used in the preparation of this report  
List any background documents not already in the public domain including officer contact information.
- NONE

**Officer contact details for documents:**

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Overview and Scrutiny Toolkit 2019-20
Contents

1. What’s the purpose of this toolkit?
2. How to use the O&S toolkit 2019-20?

3. Section A – What do you need to know about overview and scrutiny function?
a) What is Overview and Scrutiny for Tower Hamlets including principles of good effective scrutiny?
b) Structure and relationship to other decision-making controls
c) Role of OSC, legal context, powers and the use of subcommittees.
d) Different types of scrutiny activity you can expect to happen at Tower Hamlets

4. Section B - What do you need to know about the roles and responsibilities for the overview and scrutiny function?
a) Members
b) Scrutiny Leads
c) Supporting Officers
d) Senior Officers
e) Co-opted Members

5. Section C – Tools for Overview and Scrutiny
a) Identifying and prioritising topics (Work Programme)
b) Supporting Data and Evidence
c) Considerations before the scrutiny meeting, during and after the meeting
d) Call-In Procedure (flow chart)
e) Process map for managing Scrutiny Reviews and Challenge Sessions
f) Effective Questioning, Measuring success /PI's,

6. More Information
a) Contact Details
b) Resource Link
What’s the purpose of this toolkit?

1.0 The purpose of the Overview and Scrutiny Toolkit 2019-20 is to help you with a practical approach around advice, guidance in your role as a Member, Officers / Partners and Supporting officers when you are involved with the overview and scrutiny function. The toolkit will be kept under review and updated as necessary.

How to use the O&S toolkit 2019-20?

2.0 As an experienced or newly elected Member, Senior Officers or Scrutiny Supporting Officers you may want to learn more or just refresh your understanding of what overview and scrutiny (OS) function is for Tower Hamlets. The O&S toolkit 2019-20 is broken down into 3 sections.

Section A – gives you a brief explanation of OS; Principles of good and effective scrutiny, How OSC (Overview and Scrutiny Committee) fits in with Council’s structure, the legal context for this and powers it holds. It provides a short overview of using sub-committees for specific work programme areas and types of scrutiny activity you can experience.

Section B – aims to offer you an insight and distinguishes the roles of key stakeholders within the scrutiny function.

Section C – Focuses on some of the tools you might want to consider when you are undertaking scrutiny activity e.g. questioning process, work programme consideration.
What do you need to know about overview and scrutiny function?
What is Overview and Scrutiny for Tower Hamlets? (Including principles of good effective scrutiny)

3.0 Overview and Scrutiny is an important but key process for Tower Hamlets as it holds the Mayor, Cabinet and Council to account for their decision making on the delivery of public services to the residents.

Overview and Scrutiny function adopts a check and balance approach to ensure that decisions made remain in the best interests of local residents and ultimately improves the lives of local people. The scrutiny function itself allows non-executive members and co-opted members an opportunity:

- Examine the services provided by council and partner agencies to the residents / community.
- Ask effective questions on how decisions are made or reached.
- Make recommendations and think about whether service improvements can be put in place
- Take a collaborative approach to working with others; be challenging but constructive in proposing improvements
- Encourage external involvement from the public, groups and businesses

3.1 When thinking about what does good look like for scrutiny it’s worth thinking about what the national bodies consider as best practice e.g. Centre for Public Scrutiny (CfPS) has developed four key principles, which underpin Tower Hamlets approach to conducting good scrutiny:

<table>
<thead>
<tr>
<th>Principle</th>
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<tbody>
<tr>
<td>1. Provide a culture of critical friend challenge to executive policy makers and decision takers</td>
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<tr>
<td>2. Enable the voice and concerns of the public and its communities to be heard</td>
</tr>
<tr>
<td>3. Conduct scrutiny function by independent minded members who lead and own the scrutiny process</td>
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<tr>
<td>4. Drive improvements in Public services</td>
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</table>

3.2 It might look good but how effective is scrutiny in practice? Some of the shared effective practices (useful considerations) used by Councils have been identified are as follows:
3.3 When thinking about the structure of the Overview and Scrutiny Committee or you will need to appreciate the following:

- Tower Hamlets consists of an elected Executive Mayor (who holds a 4 year term in office) and appoints and is supported by a Cabinet.
- The Mayor sets the Councils policy direction, recommends budget proposals and tax levels for approval by the full council.
- The Mayor can also take Mayor’s executive decisions and these are published on Tower Hamlets website.
- Decisions taken are in line with the budget and policy framework agreed at full council meetings.
- 45 ward councillors and the structure permits Members an opportunity to reflect on council proposals.
- Proposals outside the framework must be referred to full council to decide.
- ‘Key decision’ taken by the executive i.e. decisions that involve 2 or more wards or has significant funding implications must be included in the forthcoming decision plan and published 28 days prior to decision being implemented.

Top 8 things you might want to consider to making scrutiny more effective

1. Make sure that the Work Programme (WP) is Member led (which allows visibility for independence of work) for scrutiny agenda.
2. Make sure that the scrutiny process is clear for everyone (stakeholders) involved.
3. Use a wide range of sources to ensure a robust approach to choice of topics.
4. Collect evidence from a wide variety of sources to ensure a comprehensive view is taken.
5. Apply a wide range of techniques for scrutiny activities in addition to the committee meetings e.g. site visits, brainstorming, in depth reviews.
6. Get the community involved as a scrutiny platform for vigorous debate.
7. Track the progress of scrutiny recommendations using PI’s, milestones and annual reports.
8. Use a themes orientated approach, which is relevant to the communities to ensure that a broader understanding of issues is considered.

Structure of OSC and relationship to other decision-making controls
3.4 A vital consideration for developing and sustaining effectiveness of a scrutiny process is to establish a good working relationship with the Cabinet. Formalities should consist of having:

- Constructive relationship and respecting each other’s roles
- Recognises the value both that adds to council’s decision-making process.
- Cabinet should welcome the contribution scrutiny bodies make at early stage in shaping or informing policy/ decision-making.
- Cabinet can ask OSC or one the sub-committees to undertake a specific work to support the cabinet in its decision making remit

Role of OSC, legal context, powers and the use of subcommittees

3.5 At Tower Hamlets, the OSC (Overview and Scrutiny Committee) is the principle member led body that holds the executive decision makers to account. This could include the following:
- Scrutinise the decisions of the executive, Mayor and Cabinet
- Monitor performance and support policy development
- Scrutinise other partner organisations that deliver public services locally

The OSC consists of 9 non-executive elected members including the scrutiny lead (chair) and 6 Co-opted representatives who meet on a monthly basis to discuss topics and issues affecting the Tower Hamlets residents.

3.6 Under the Local Government Act 2000 and updated in the Localism Act 2011, it stipulates where a Council has an executive management structure, it is required legally to offset this with an Overview and Scrutiny process.

OSC has the ability to influence policies and decisions made by the Council and its partner organisations in delivering public services. For this it holds the following powers:

- Holds the executive to account through reviewing and scrutinising performance policy and decisions.
- Monitor decisions made by the cabinet to ensure its robustness and that its good value for money.
- Ask ‘pre decision questions and consider any consider decisions that are called in.
- Power to request Cabinet member to attend and explain their decisions made, plans and performance.
- OSC may require the executive to submit a report to the council if it considers that a key decision has been taken which was not published in advance.

3.7 Under the terms of reference, Tower Hamlets OSC can appoint sub committees or scrutiny panels, as the committee sees fit and appropriate to conduct individual reviews under the umbrella of the OSC Work Programme.
Different types of scrutiny activity you can expect to happen at Tower Hamlets

3.8 As part of the OSC armour there are different types of scrutiny activity, which can influence not only the decision-making process but also scrutinise decisions that have been already taken. These can include:

- Budget and policy framework items around strategies, plans and statements e.g. housing, employment and enterprise, crime and disorder, licensing authority policy and development plans etc.
- Investigating specific issues or services using less formal settings such as scrutiny reviews and challenge sessions.
- Budget scrutiny including yearly allocation of resources, risk management, decisions on control council’s borrowing and capital expenditure.
- Call in of decision (made by the executive) by the OSC by examining and if necessary requesting changes to an executive decision that has not been implemented.
- Spotlight sessions focus on a particular policy area or portfolio with the relevant Cabinet Member.
- Pre decision Scrutiny of Cabinet business – reviewing forthcoming plans allows OSC to highlight issues for its work programme. OSC meets 1 week before Cabinet and has the opportunity to raise questions, which the Cabinet should factor in when making its decision.
- Petitions includes names addresses and signatures of at least 1000 people who reside, work or study in the borough can trigger a debate at OSC.
What do you need to know about the roles and responsibilities for the overview and scrutiny function?
Members

4.0 As a non-executive elected Member working within the overview and scrutiny function you will hold a collective and individual responsibility for ensuring that delivery of scrutiny is member led. In order to support an effective committee meeting and make the discussion more robust you should expect and consider undertaking the following activities:

- Reading agenda reports and papers before a meeting takes place
- Actively Listen including Check own understanding Take notes for later challenging witnesses if an explanation has not been fully understood or if there are contradictions with statements.
- Raise relevant and timely questions at the meeting
- Take into account views of residents, service users and local organisations when formulating and opinion
- Get involved in activities that the committee has agreed to undertake outside of formal meetings.
- Foster a positive working relationship with those who are the subject of scrutiny recommendations, thus ensuring a higher chance of implementation

Effective Scrutiny Committee Member will use the following range of skills

- Knowledge of scrutiny’s role in the working of the council and formal constitutional duties
- Ability to question assertively and effectively whilst supporting, where appropriate witnesses and others involved in the scrutiny process
- Support constructive discussion and questioning. Ability to work collaboratively with appropriate officers, stakeholders and members of the public Ability to evaluate and analyse evidence and contribute to workable recommendations
- Responsible for the output and outcomes of scrutiny Offer sufficient availability, time and energy to deal with the role

- Visit service providers in Tower Hamlets and elsewhere
- Attend relevant seminars or conference to gain a better understanding of a particular issue
- Meet with members of the public and local organisations to hear their views and concerns
- Participate in training and development events organised by the council
- Members should view the scrutiny function as impartial and stay separate from party politics

Figure 4 Member’s Role
Scrutiny Leads

4.1 In addition to being a non-executive elected Member, you as the Scrutiny Lead hold the position of the chairing (along with the vice chair) committee meeting and you should work together to promote effective scrutiny for their committee. The chair is responsible for:

4.3 As the Scrutiny Lead (chair) and of OSC you will work closely with the Scrutiny Support Officers to and Democratic Service to coordinate activities and work programme of the OSC.

4.4 You will be working with Scrutiny Support Officer to co-ordinate activities of scrutiny working and delivering on the effectiveness of scrutiny. In addition to this you will be undertaking the following:

1. Chairing the Overview and Scrutiny Committee in a timely and efficient fashion, following an agreed agenda.
2. Promote discipline and high standards of behaviour in scrutiny.
3. Ensure that adequate resources i.e. financial / officer support, training is provided.
4. Take a lead in monitoring the Council’s decision making processes and ensuring that decisions are consistent with the Council’s budget and Policy framework.
5. Scrutinise activities of the Cabinet.
6. Invite members of the Cabinet, senior officers and others to attend scrutiny committee meetings to ask questions.
7. Owning and presenting the reports of the scrutiny committee to the relevant bodies of the Council.
Scrutiny Supporting Officers

4.4 As a Scrutiny Supporting Officer your main body of work for the Overview and Scrutiny function will be to support the Scrutiny Lead (Chair) with delivering and effective scrutiny process. Some of the key areas of your work will entail the following:

<table>
<thead>
<tr>
<th>Scrutiny Support Officer</th>
<th>Figure 6. Supporting Officer Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify relevant witnesses and provide support to witnesses</td>
<td>Support specific scrutiny reviews including scoping, implementation and co-ordinating actions</td>
</tr>
<tr>
<td>Scope Individual scrutiny reviews and Challenge sessions and provide research and analysis support</td>
<td>Gather intelligence evidence and drafting working programme</td>
</tr>
<tr>
<td>Support the chair with any gaps within the scrutiny meeting and recording action points for follow up</td>
<td>Track the outcomes of scrutiny activity</td>
</tr>
<tr>
<td>Develop the role of scrutiny and providing advice to members and officers</td>
<td>Develop key lines of enquiry for scrutiny meeting and chairs briefing</td>
</tr>
<tr>
<td>Liaise with heads of service as appropriate</td>
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</table>

4.5 All officers have a duty to serve and give advice to Members and officers engaged in scrutiny activity in the same way they would to decision makers on the Cabinet, other executive committees’ ad elected Members in general.

4.6 Democratic Service officers schedule and organise the OSC and or subcommittees meetings. Their role includes collating and distributing the agenda’s preparing meeting venue and taking/ circulating the formal notes or minutes of the meetings.
Senior Officers

4.7 As the Director of services or senior officer you may be asked to provide support to the OSC process. You may be required to contribute if the topic under review directly impacts on your service or addresses and issue relevant to the delivery or management of the service. Some of the activities you could be expected to participate are as follows:

4.8 Officers from relevant services also have an obligation to help develop workable actions, to put into effect the purpose and intent of individual recommendations contained within scrutiny reports and ensures that these are implemented in the way they have been agreed by the executive.
Co-opted Members

4.9 As a Co-opted Member you are able to bring representation from the community perspective. This offers an opportunity to obtain a broader picture of an issue and encourage better public engagement.

As a Co-opted Member you are expected to have the same level of knowledge as the elected Members. The OSC has 6 statutory education co-opted positions. As a Co-opted Member you can vote on issues about education, comment on other topics but unable to vote.

Sub-Committees can also appoint Co-opted Members to help deliver the Work Programme.

![Figure 8 Co-opted Member Roles](image)

Co-opted Member

- Work in a consensual manner to ensure effectiveness of scrutiny
- Be objective, rigorous and resilient in challenging policy decisions
- Monitor performance of the Council and contribute to the monitoring of partnerships
- Develop your relationship with other committee Members
- Actively participate in the work of committee and other scrutiny activity
- Engage with a range of local people and stakeholders to bring issue of concern to the attention of committee
- Use the role of the co-opted member to connect with the Council’s OSC function with local groups
Section C

Tools for Overview and Scrutiny
Identifying and prioritising topics (Work Programme)

5.0 Part C of toolkit offers both Members and Officers guidance around tools, which can support the scrutiny planning and delivery process.

Council’s may adopt a checklist or filtering method to decide which items should go onto the scrutiny work programme. When thinking about the work programme, the OSC should consider if the topic could be delivered in the time available, factoring the capacity of members. Using the prioritisation process below, Members can assign topics on their Work Programme a high, medium or low priority.

Figure 9 Scrutiny Work Programme – Prioritisation Process

Does the Issue affect one or more section(s) of the local population?  
Yes

Do you consider the issue strategic and significant?  
Yes

Can scrutiny add value? Is the performance likely to improve as a result of scrutiny intervention?  
Yes

Will scrutiny work be duplicating other work?  
Yes

Is the council due to review the relevant policy area (allowing scrutiny recommendations to influence the new direction to be taken)?  
No

Is it an issue of concern for partners, stakeholders’ and/or the community?  
Yes

Are there sufficient resources available to do the scrutiny well?  
Yes

Is the scrutiny activity timely?  
Yes

Accept High Priority

Consider Medium/Low Priority

Reject
5.1 Other considerations to think about could potentially be if the issue is:

- Public or community interest e.g. covered in the local media or outcomes of public consultation
- Internal council priority e.g. high level of budgetary commitment to the service/policy area or corporate performance monitoring reports
- External factors e.g. new government guidance or legislation issue
- Criteria to reject items e.g. no scope for scrutiny to add value or make a difference

Supporting Data and Evidence

5.2 Scrutiny works bests and is at its most effective when it considers a broad range of source of evidence and involves others in its work.

Types of evidence gathering that you can consider includes:

- Background Information through desk research within and outside of the council e.g. Think tanks, interest groups and national research as well as service reviews, inspection reports and partnership plans.

- Research and consultation obtained from survey data, corporate and service based focus groups ad hoc feedback from local residents and other formal and informal engagements

- Continual engagement and governance processes e.g. Business or community forums, tenant groups, residents' panel and co-option on to Citizens Panel

All these types of evidence can be gathered from a range of sources, as relevant:
Call-In Procedure

Decision taken (Cabinet, Cabinet Member or officer with delegated authority)

Record of Decision Published within two working days and notified to members

Decision cannot be called in because it is both reasonable and urgent i.e. any delay likely to be caused by the call-in procedure would seriously prejudice the Council’s or public’s interest

Chair of a scrutiny Committee or any 5 Members of the Council may ask for the decision to be called in for scrutiny. A meeting of the Committee determined and published within 5 working days

No call-in. Decision takes effective five working days after publication of the record of the decision

Decisions can be called in

Decision takes effect immediately

Scrutiny Committee considers the decision

Concerns addressed satisfactorily

Referred back to the decision maker or full cabinet in the case of individual cabinet member decisions for reconsideration, setting out in writing the nature of the Committee’s concern

Referred to Council

Decision maker reconsiders, May or may not amend the original decision before adopting a final decision

Decision is challenged by Council*

No Object to Decision

Decision takes effect from the date of the last occasion it was discussed

*Full Council has no power to make decisions in respect of an Executive decision unless it is contrary to or not wholly consistent within Budget and Policy Framework
Process map for managing Scrutiny Reviews and Challenge Sessions

5.4 When you are thinking about the process it is worth considering that there will be a variance depending on the complexity or breadth of the topic and determines whether it is a longer review or a one-off challenge session.
Effective Questioning

5.5 Centre for public scrutiny (CfPS) provides an excellent publication on questioning techniques for scrutiny members. This can be found on the following website [http://www.cfps.org.uk/publications/](http://www.cfps.org.uk/publications/) or from the Scrutiny Support Officers. There are some key points to consider when conducting a questioning approach:

- Scrutiny needs to remain calm, take a measured / balanced approach whilst demonstrating strong, objective and successful challenge
- Use specific questioning techniques e.g.
  - Open questions allowing free narrative from person being questioned e.g. tell me about…. What is your view on…?
  - Open probing (‘any other’ VS ‘what other’ because the former prompts a Yes response, the latter No)
  - A combination of probing styles including challenging, encouraging, acknowledging gaining more detail etc.
- Fostering a positive reinforcement may encourage further responses
- Avoid biased questions, leading questions and absolute questions, which may offer only one-word responses.

Measuring Success – PI’s

5.6 The Assessing the impact of OS function can be difficult if it is measured on meeting-by-meeting basis rather than over a period of time. CfPS suggestion the performance indicators for scrutiny can be developed under the 4 principles:

<table>
<thead>
<tr>
<th>Critical Friend Challenge</th>
<th>Reflecting the voice and concerns of the public and its communities</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of items on WP taken from the forward plan</td>
<td>% of items on the WP suggested by the public around issues rose via surveys, comments or complaints</td>
</tr>
<tr>
<td>% of items on Cabinet agenda amended through scrutiny intervention</td>
<td>No. Of visits to Council’s scrutiny web pages</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Taking the lead and owning the scrutiny process</th>
<th>Making an impact on service delivery</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of meetings attended by members at which they were required</td>
<td>% of scrutiny recommendations implemented by the executive</td>
</tr>
<tr>
<td>% of Members involved in training or scrutiny</td>
<td>% of stakeholders who feel that scrutiny has an impact on services</td>
</tr>
<tr>
<td>% of Members that have a good awareness of the role of scrutiny and of their role as scrutiny member</td>
<td>Improvements identified by stakeholders because of scrutiny</td>
</tr>
</tbody>
</table>

Figure 13 PI’s for measuring success
More Information

Contacts

6.0 The following lead officers provide the main overview and scrutiny support at the council. Their contact details can be are set out below:

David Knight
Democratic Services
Senior Committees Service Officer
Tel: 0207 364 4878
Email: david.knight@towerhamlets.gov.uk

Daniel Kerr
Corporate Strategy and Policy
Strategy and Policy Manager
Tel: 0207 3646310
Email: Daniel.kerr@towerhamlets.gov.uk

Resources

6.1 Access to key resources and more tools for overview and scrutiny can be sourced from http://towernet/staff_services/scrutiny/ and http://democracy-internal.towerhamlets.gov.uk/committee/
Health Scrutiny Sub Committee

Health and Social Care Acts have given the council the responsibility for scrutinising local NHS trusts. Health Scrutiny is a statutory function and primarily outward facing.

Specific government guidance aims to focus scrutiny of health bodies e.g. consideration of local issues, quality of services and meeting local needs, equality of access and chances of successful outcomes; if proposals meet the needs of local communities; if delivery partners are achieving greater integration.

Health Scrutiny Sub Committee terms of reference and membership is set out in the constitution.

The Health Scrutiny chair must regularly report to the OSC on the work of the committee.

Ensuring local needs are considered by commissioners and service providers and ensure those patients are involved in co design of service planning and delivery.

The committee meets at least five times per year and its membership is determined by OSC.

Inner North East London Joint Overview & Scrutiny (INELJOSC) considers London wide NHS service developments and changes that impact the authorities mentioned

Housing Scrutiny Sub Committee

Housing Scrutiny Subcommittee scrutinises on housing functions and works closely with registered providers and key stakeholders. Its remit includes:
1. Reviewing and/or scrutinising decisions made or actions taken in relation with the discharge of the council’s housing functions
2. Advising the mayor or cabinet of key issues/questions in relation to housing reports
3. Making reports and/or recommendations to full council and/or the mayor or cabinet in connection with the discharge of housing functions
4. Organising an annual work programme, drawing on knowledge and priorities of the council, registered providers and other stakeholders that will identify relevant topics or issues that can be scrutinised
5. Holding service providers to account where performance fails
6. Considers housing matters affecting the location or the residents including where the tenant and resident associations or members of the general public have reported matters.

Grants Scrutiny Sub Committee

Grants Scrutiny Subcommittee is to ensure the overall objectives of the grant scheme are being met based on identified needs that a fair geographical distribution of funding is being proposed, and the full ranges of community needs are being met.

Its aims to support an objective, fair, transparent and coordinated approach to grant funding across the council, including but restricted to:
1. Overseeing the process and arrangements for awarding and administering grants and related procurement processes to ensure a strategic approach.
2. Overseeing the processing arrangements for development of grants criteria and assessment methodology
3. Overseeing the monitoring, performance management and evaluation arrangements in relation to funded projects.
4. Ensuring fairness and transparency in the grant awarding processes
5. Being mindful of council’s objectives to encourage a thriving third sector.
### Overview and Scrutiny Member Role Description Appendix

#### Scrutinising & Developing Policy
1. Participate fully in activities of the OSC and its sub committees, the development and delivery of their WP and associated review and challenge session.
2. Assist in the development of council and partner agencies policy through scrutinising draft policies and improve existing policies.
3. Challenge policies and make how these can improve to reflect local and strategic priorities.
4. Assess the impact of existing policy and identify areas for improvement.

#### Holding the Executive to account, monitoring performance and service delivery
1. Monitor the performance of internal and external providers against the council standards/ targets including questioning Cabinet Members and senior officers on delivery of targets.
2. Investigate and make recommendations to address the cause of poor performance.
3. Evaluate the validity of Mayor and Cabinet decisions and challenge decisions through call-in where appropriate.
4. Build trust with the Mayor and Cabinet so that appropriate

#### Promoting the work of Overview and Scrutiny
1. Promote the role of overview and scrutiny within and outside the council, developing effective internal relationship with officers and other Members and external relationship external agencies and community organisations.
2. Demonstrate an objective and evidence based approach to overview and scrutiny by using a wide range if research sources from within and outside the council in any work undertaken.
3. Be able to demonstrate how scrutiny is making a difference by its involvement.

#### Community Engagement
1. Use scrutiny as a means to address community issues and engage the public in developing the work programme.
2. Encourage stakeholders to participate in the work of council and partner agencies.
3. Assist in developing viable and acceptable policy solutions to local issues.
4. Take a borough wide approach in dealing with issues.

#### Meeting participation
1. Make adequate and appropriate preparation for meetings through research, briefings and planning meetings.
2. Participate in an informed and objective manner, taking into account the code of conduct, standing orders and other constitutional requirements.
3. Demonstrate effective scrutiny skills in questioning, listening and information handling.
4. Focus on outcomes and making a positive difference by participation.