

Overview and Scrutiny Toolkit



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Purpose of this toolkit

The purpose of this toolkit is to support Members, Council officers and partner agencies in getting involved with the overview and scrutiny function.

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Section A

What you need to know about overview and scrutiny function



Overview and scrutiny function

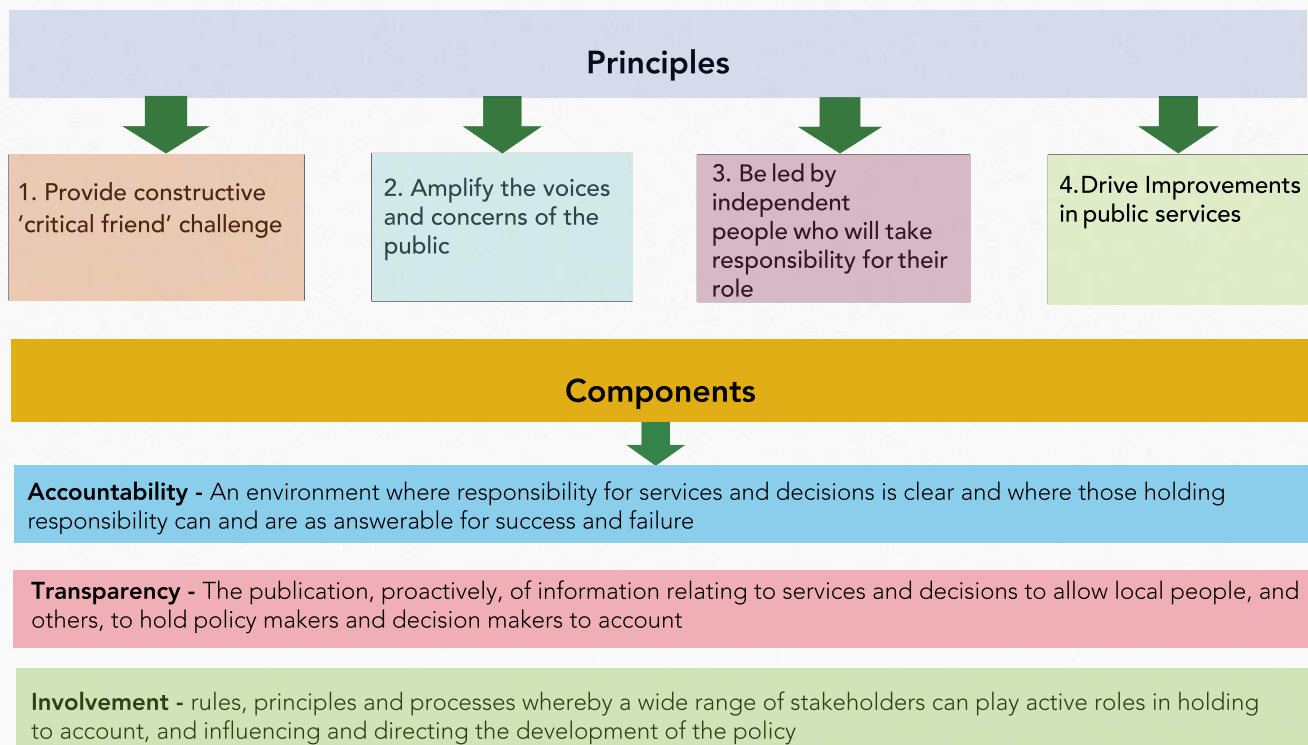
Overview and scrutiny is key function in Tower Hamlets Council's governance and decision-making process. It plays an important check and balance role to ensure that the decisions of the Executive Mayor, Cabinet, and its partners are in the best interests of the residents and that the Council is providing a high quality service. Recommendations following scrutiny enable improvements to be made to services, policies and how they are implemented. Throughout this document we refer to Overview and Scrutiny Committee as OSC.

Overview and scrutiny enables non-executive Members and co-opted Members an opportunity to:

- **Examine** the services provided by the Council and partner agencies to the residents / community.
- **Ask effective questions** on how decisions are made or reached.
- **Make recommendations** and consider if 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

The Centre for Public Scrutiny – CfPS (2003) has developed four key principles and a further three components (below) which demonstrate good scrutiny, governance and underpin Tower Hamlets' approach to conducting effective scrutiny:

Figure 1. CfPS four key principles and three components for good effective scrutiny



Seven practices that facilitate effective scrutiny:

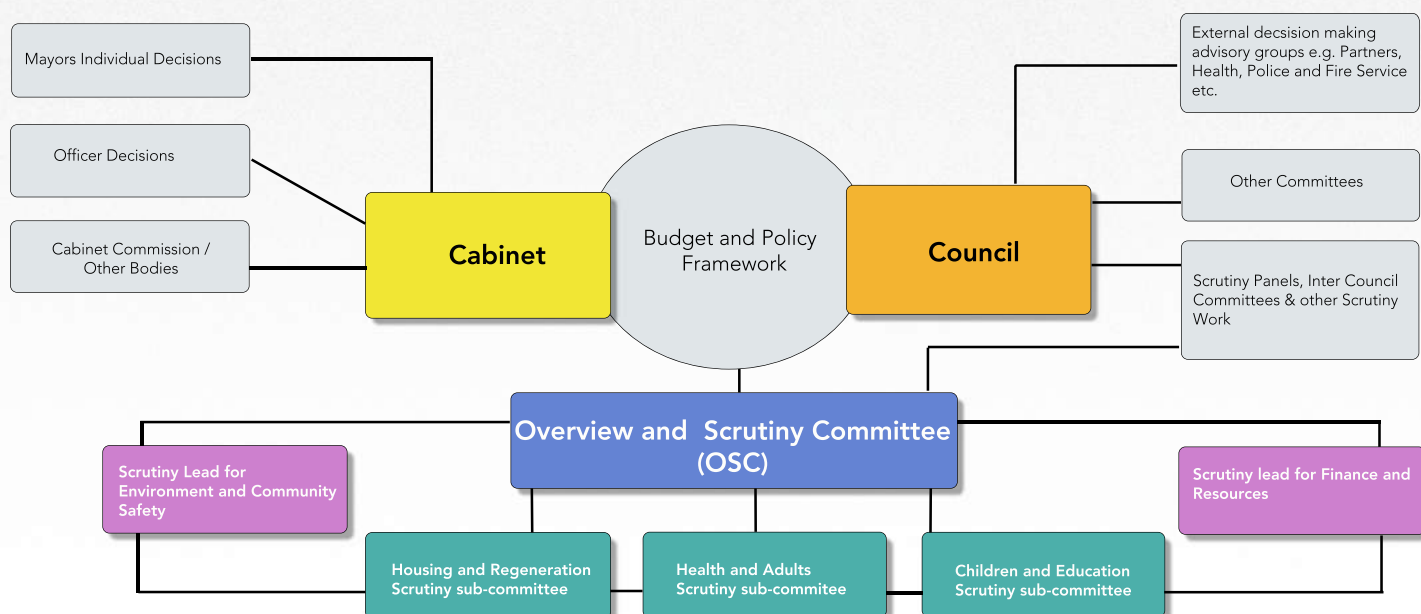
1. Ensure that the work programme (WP) is Member led for scrutiny agenda.
2. The scrutiny process is clear for everyone involved
3. Apply a range of evidence-based sources to ensure a robust approach for chosen topic
4. Use a range of techniques for scrutiny activities in addition to the committee meetings e.g. site visits; brainstorming; in depth reviews and challenge sessions.
5. Involve the community as a scrutiny platform for vigorous debate.
6. Monitor the progress of scrutiny recommendations using performance indicators; milestones and present in annual reports.
7. Consider a themes orientated approach, which is relevant to the communities to ensure that a broader understanding of issues is considered.

Structure of Overview and Scrutiny Committee's relationship to other decision-making controls

Tower Hamlets OSC has been refreshed in 2019/20 and the following provides information on the activities of key stakeholders within decision-making framework (highlighted in Figure 2):

- Consists of an elected Mayor (who holds a four year term in office) and is supported by Cabinet Members.
- 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 individual decisions and these are published on Council's website.
- Decisions taken are in line with the budget and policy framework agreed at Full Council meetings
- There are 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 forth coming decision plan and published 28 days prior to decision being implemented.

Figure 2. Overview & Scrutiny Committee and Its sub-committees with the Council's Decision Making Framework



Note: Some bodies have been omitted for clarity

Key Dialogue lines ———

A vital consideration for developing and sustaining effective scrutiny is to build and establish a good working relationship with Cabinet. Formalities should include:

- Constructive relationship and respecting each other's roles.
- Recognition of the value that both add to the Council's decision-making process.
- Cabinet should welcome the contribution scrutiny bodies make at an early stage in shaping or informing policy/ decision-making.
- Cabinet can ask OSC or one of the sub-committees to undertake a specific task to support the Cabinet in its decision making remit.

Role of Overview and Scrutiny Committee, legal context, powers and the use of sub-committees

The Local Government Act 2000 (updated in the Localism Act 2011) stipulates that where a Council has an executive management structure, it is legally required to offset this with an overview and scrutiny process. Furthermore, in May 2019 the UK Government published new statutory guidance on overview and scrutiny with the aim of strengthening the role of scrutiny

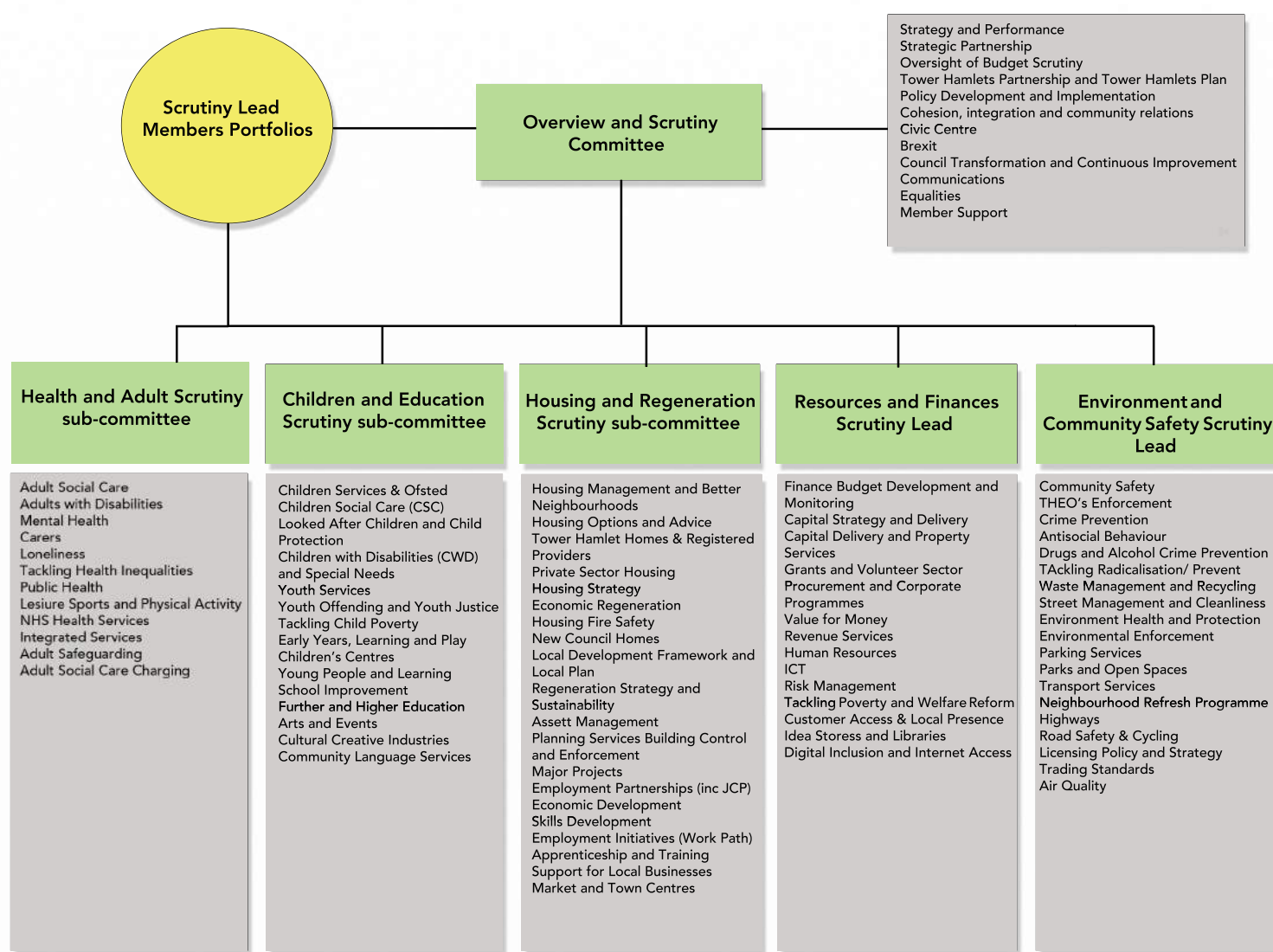
In Tower Hamlets, the constitution provides nine non-executive elected Members (including the chair) and two co-opted Members who meet on a monthly basis to discuss topics and issues affecting local residents. Scrutiny Members have enhanced powers to access exempt or confidential information in addition to those to perform their duties.

The OSC remains the principle member led body and the ability to make recommendation for service improvements, influence policies and decisions made by the Council and its partners in delivering local 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 decisions that are called in.
- Power to request the elected Mayor and 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

As part of the review and refresh of the OSC (2019/20) and under its terms of reference, the OSC has appointed three sub-committees and two further scrutiny lead areas (figure 3) to appropriate and conduct scrutiny meetings, individual reviews and challenge session under the umbrella of its work programme.

Figure 3. Scrutiny Lead Portfolios



Different types of scrutiny activity you can expect to happen at Tower Hamlets

Scrutiny can influence the decision making process or carry out effective scrutiny decisions that have already been taken these 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 a 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

Section B

Roles and responsibilities for the overview and scrutiny function



Overview and Scrutiny Committee chair and scrutiny leads

The OSC chair holds the position for chairing (along with the vice chair) committee meetings. The chair is expected to work together with other Members to promote effective scrutiny for their committee. In addition, the chair is responsible for the following:



Figure 5. OSC chair's characteristics

The OSC chair will work closely with the scrutiny and Democratic Service officers to coordinate activities and the work programme of the OSC and its sub-committees. In addition, all chairs should consider the following

1. Chairing the OSC and sub-committees in a timely and efficient fashion, following an agreed agenda.
2. Play a vital role in leading discussions on objective setting and ensuring Members are aware of the specific role each will play during the evidence setting.
3. Promote discipline and high standards of behaviour in scrutiny.
4. Ensure that adequate resources i.e. financial / officer support, training are provided.
5. 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
6. Scrutinise activities of the Cabinet
7. Invite the Mayor, Cabinet Members, senior officers and others to attend scrutiny committee meetings to answer questions.
8. Owning and presenting the reports of the scrutiny committee to the relevant bodies of the Council.
9. Pay special attention to the need to guard the committee's independence (avoid being viewed as, a de facto opposition to the executive).

Co-opted Members

There are 12 Co-opted Member who provide representation from the community perspective. This offers an opportunity to obtain a broader picture of an issue and encourage better public engagement.

The OSC and its sub-committees have the following co-opted Members:

- OSC has two co-opted Members
- Housing and Regeneration scrutiny sub-committee has two co-opted Members (one leaseholder and one tenant).
- Health and Adults scrutiny sub-committee has two co-opted Members (including one representative from Healthwatch Tower Hamlets).
- Children and Education scrutiny sub-committee have six statutory education co-opted Members: Three Parent Governors, one Church of England, one Roman Catholic, one Muslim representative.

Statutory Co-opted Members can vote on issues about education, comment on other topics but unable to vote.

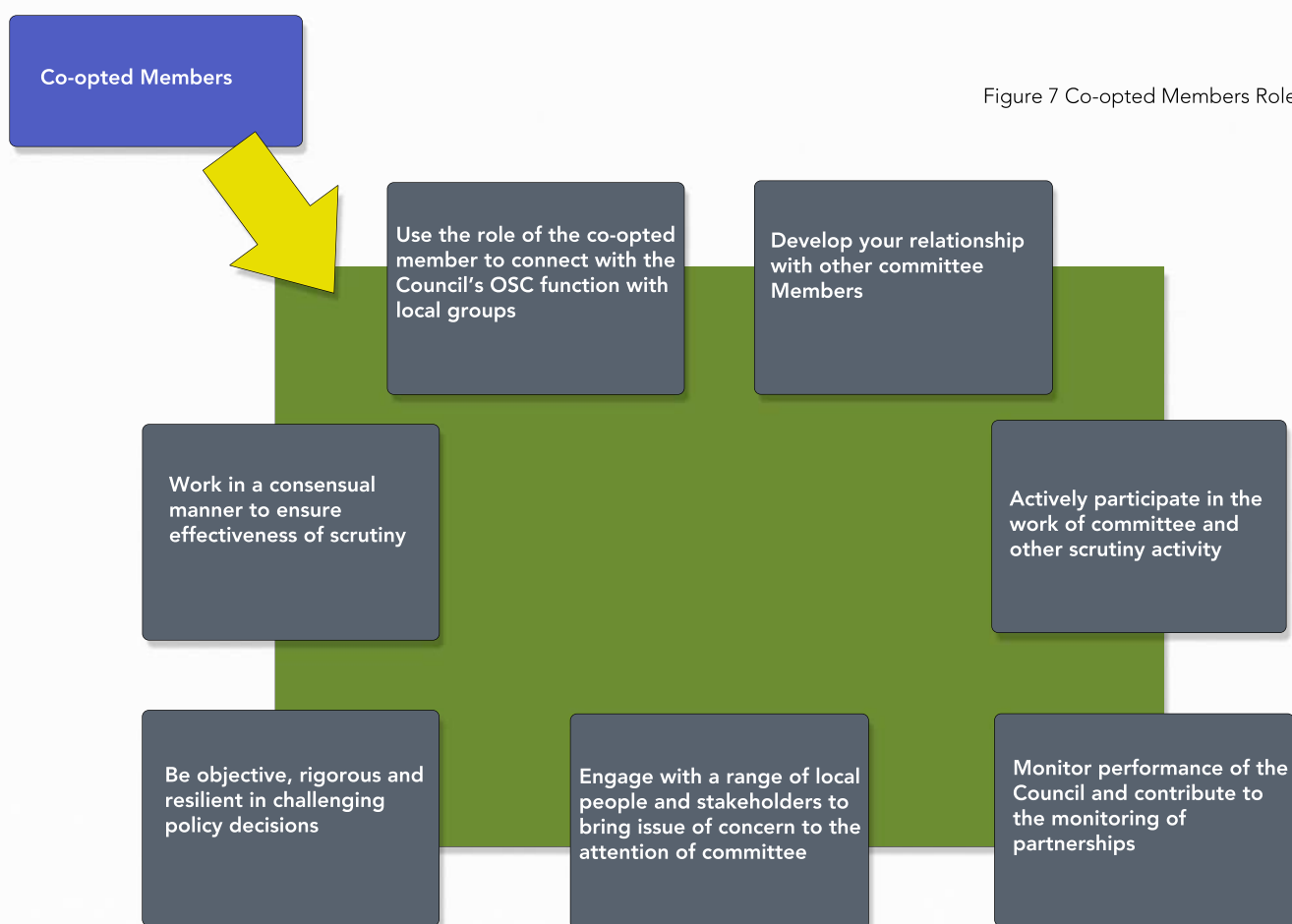


Figure 7 Co-opted Members Role

Role of officers from Council Directorates and Partner Agencies

Senior officers may be asked to provide support to the OSC process. They may be required to contribute if the topic under review directly impacts on their service or addresses an issue relevant to the delivery or management of the service. Below are some of the activities they could be expected to participate in:

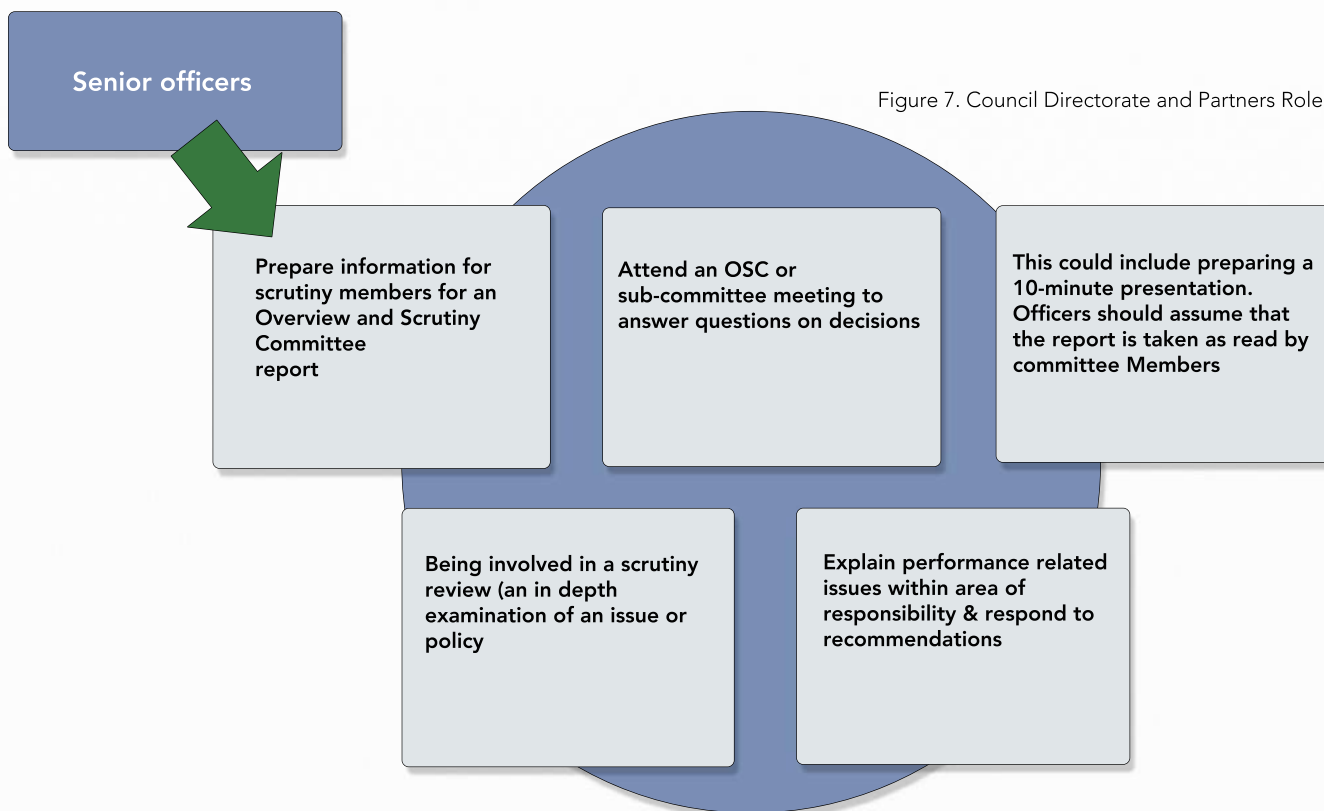


Figure 7. Council Directorate and Partners Role

Officers from relevant services 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.

Effective scrutiny can involve looking at issues that can be politically contentious; it is therefore inevitable that, at times, the executive will disagree with the findings or recommendations of a scrutiny committee.

Officers should speak to scrutiny Members to ensure they understand the reasons why information is needed, thereby making the Council better able to provide information that is relevant and timely, as well as ensuring that the Council complies with legal requirements. Officers should also ensure that all reports are submitted 12 days prior to publishing to enable any amendments or queries to be followed up.

Role of scrutiny officers

As a scrutiny officer your main role will be to support the scrutiny lead and committee Members with delivering effective scrutiny. This will entail the following:

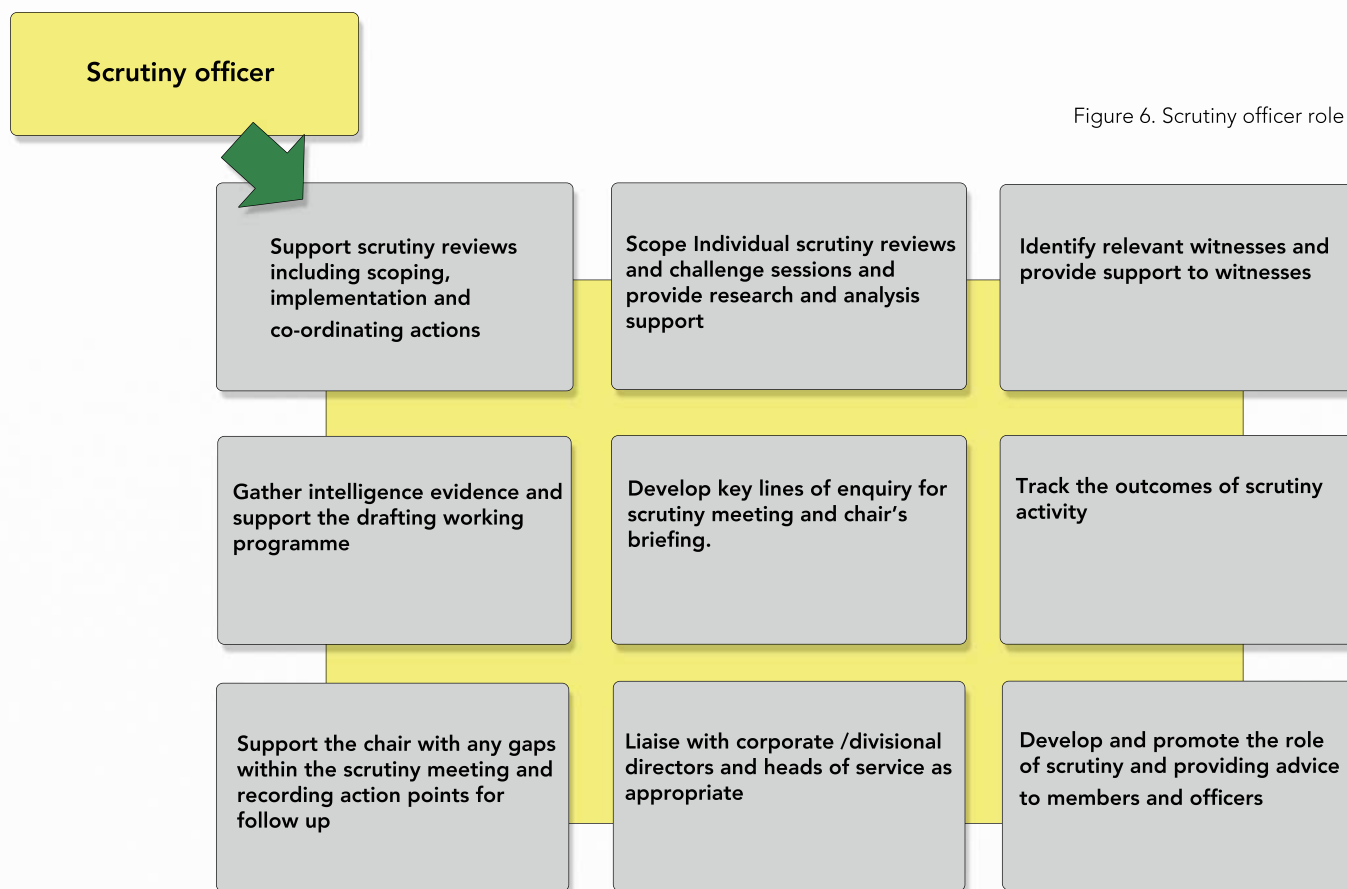


Figure 6. Scrutiny officer role

All officers have a duty to serve and advise Members and officers engaged in scrutiny activity in the same way they would Cabinet, other executive committees and elected Members in general. All Council officers are required to provide impartial advice and guidance.

Democratic Services officers organise the OSC and sub-committees meetings. Their role includes collating and distributing the agenda, preparing meeting venue and taking minutes of the meetings.

Statutory scrutiny officer

S9FB₁ of the Local Government Act 2000 (incorporated into the Localism Act 2011) requires local authorities in England to appoint a statutory scrutiny officer (SSO). In Tower Hamlets the Divisional Director for Strategy, Policy and Performance holds this role and has the following responsibilities:

- (a) To promote the role of the Tower Hamlets OSC and its subcommittees
- (b) Provide support to the Tower Hamlets OSC and the Members of those committees
- (c) Provide support and guidance to Members of the Council, Members of the Executive and officers in relation to the function of the Council's OSC

If you need to get in contact with the statutory scrutiny officer details are as follows:

Sharon Godman

Divisional Director Strategy, Policy and Performance

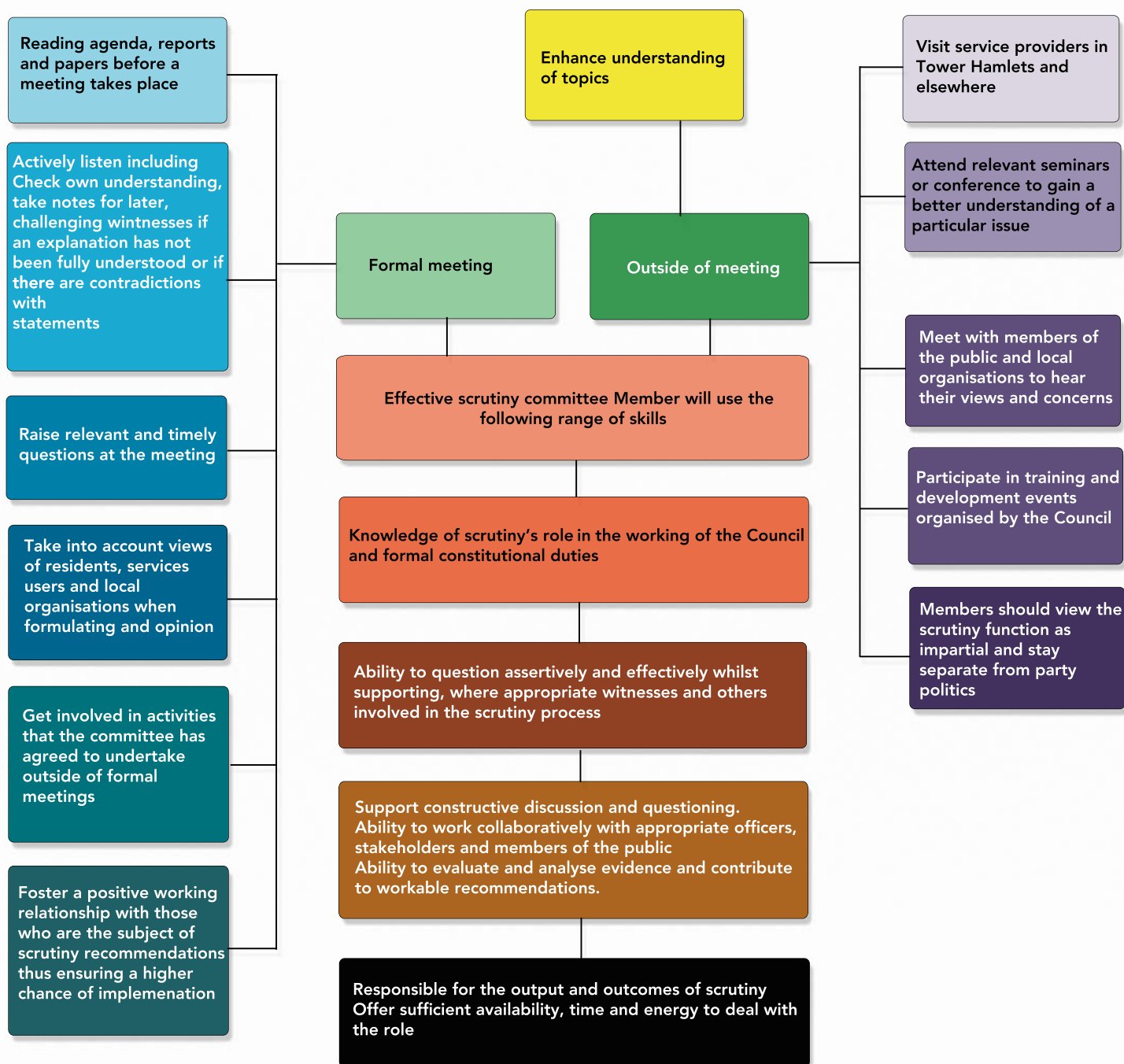
Email: sharon.godman@towerhamlets.gov.uk Contact: 0207 364 3276

Role of the non-executive Councillors

All non-executive councillors can get involved with the committees. This includes scrutiny reviews, challenge sessions, call-ins, as well as making suggestions for OSC to focus on. A non-executive elected Member working within the overview and scrutiny function holds a collective and

individual responsibility for ensuring that delivery of scrutiny is member led. In order to support effective committee meetings and make the discussion more robust they will undertake the following activities:

Figure 4. Role of non-executive Councillors



Developing recommendations is often an iterative process, undertaken by Members. When deciding on recommendations, Members should have due regard to evidence based advice received from officers, particularly the monitoring officer.

SectionC

Tools for overview and scrutiny



Pre-scrutiny meeting

Meeting with the chair beforehand is highly recommended. Good practice suggests allowing at least 30 minutes prior to the scrutiny meeting for a pre-briefing session to take place. It is also recommended that all Members on the committee attend the pre meet to allow for any issues, queries and clarification to be raised about items on the agenda.

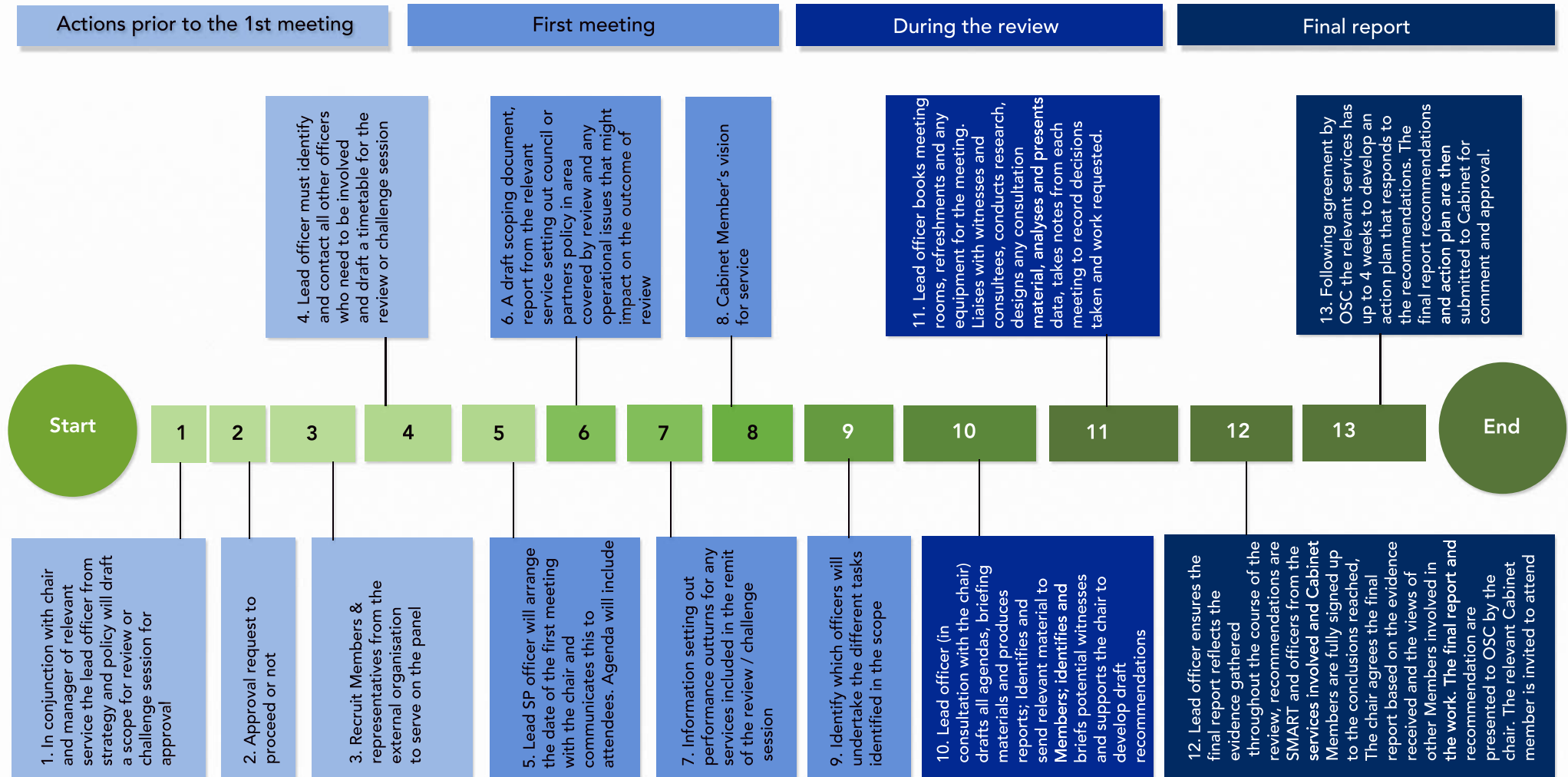
The checklist below provides scope to consider the following:

- a. Scrutiny support officers, the Scrutiny Lead (chair) and committee members to meet and discuss ahead the agenda items.
- b. Review and run through the chairs briefing to ensure what is on the agenda, timeframe for each topic and questions.
- c. Review the key lines of enquiry, distribution in terms who will be asking to the questions and whether committee members have any additional questions they wish to nominate/ put forward.
- d. Check with the chair and committee if there are likely to be any conflict of interests.
- e. Inform the chair who will be attending the meeting, including apologies, substitutes.
- f. Inform the chair of any external or public attendance and questions that the public wish to raise as an agenda item.
- g. To check with the chair and committee if there are likely to be any contentious issues or topics and how to mitigate any volatile or escalated behaviour.
- h. If applicable consider any potential action points/ recommendations required at the meeting.
- i. Good practice suggests the scrutiny chair should consider delegating to committee Members to take on more active role for the next scrutiny meeting topic thus enabling committee (as a whole) take a collaborative approach in developing robustness in gathering research and evidence.
- j. If the meeting is held public community setting the chair should be reminded of any housekeeping information to be shared at the beginning of meeting (as part of risk management).

Process map for managing scrutiny reviews and challenge sessions

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

Figure 15 Scrutiny review and challenge session process



Effective questioning

The Centre for public scrutiny (CfPS) provides an excellent publication on questioning techniques for scrutiny members. Key points include:

- Scrutiny approach should calm, measured / balanced whilst demonstrating strong, objective and 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.**

Potential key lines of enquiry (questions)

The CfPS (2019) suggests the following core KLoE (key lines of enquiry) areas be used. In addition, topic or issue specific KLoEs unique to a review can be produced at scoping stage (or other key stages).

Outlined below are five potential KLoE with associated questions, that could help focus questioning and project planning.

• Current experience for residents

What is the experience of residents currently using the service?

What kind of service do residents receive?

What particular issues do residents encounter?

• Improving outcomes

What can be/ is being done to improve the experience of residents?

What would better outcomes look like? What would be a good level of performance look like?

How can Tower Hamlets lead by example in this area?

• Council's corporate priorities/plan/objectives

How will investigation into and improvement in this area help the Council meet its corporate priorities, and objectives?

How will improved performance improve the lives of residents in the borough?

• Evidence: recording and monitoring outcomes

How is performance recorded? I.e. What is the evidence? What type of evidence is there? Is the evidence accurate and reliable? Is data recorded in a consistent way?

How will outcomes be monitored?

How will we know what success/improvement looks like?

• Comparisons (to other Local Authorities and organisations)

How does performance compare with other neighbouring and similar local authorities?

What can be learned from the experiences of other local authorities?

How can Tower Hamlets lead by example in this area?

Supporting data and evidence

Scrutiny is most effective when it considers a broad range of evidence and involves.

Types of evidence gathering that you can consider include:

- Background information through desk research 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 evidence can be gathered from a range of sources, as relevant:

Figure 10. Evidence gathered from a range of sources



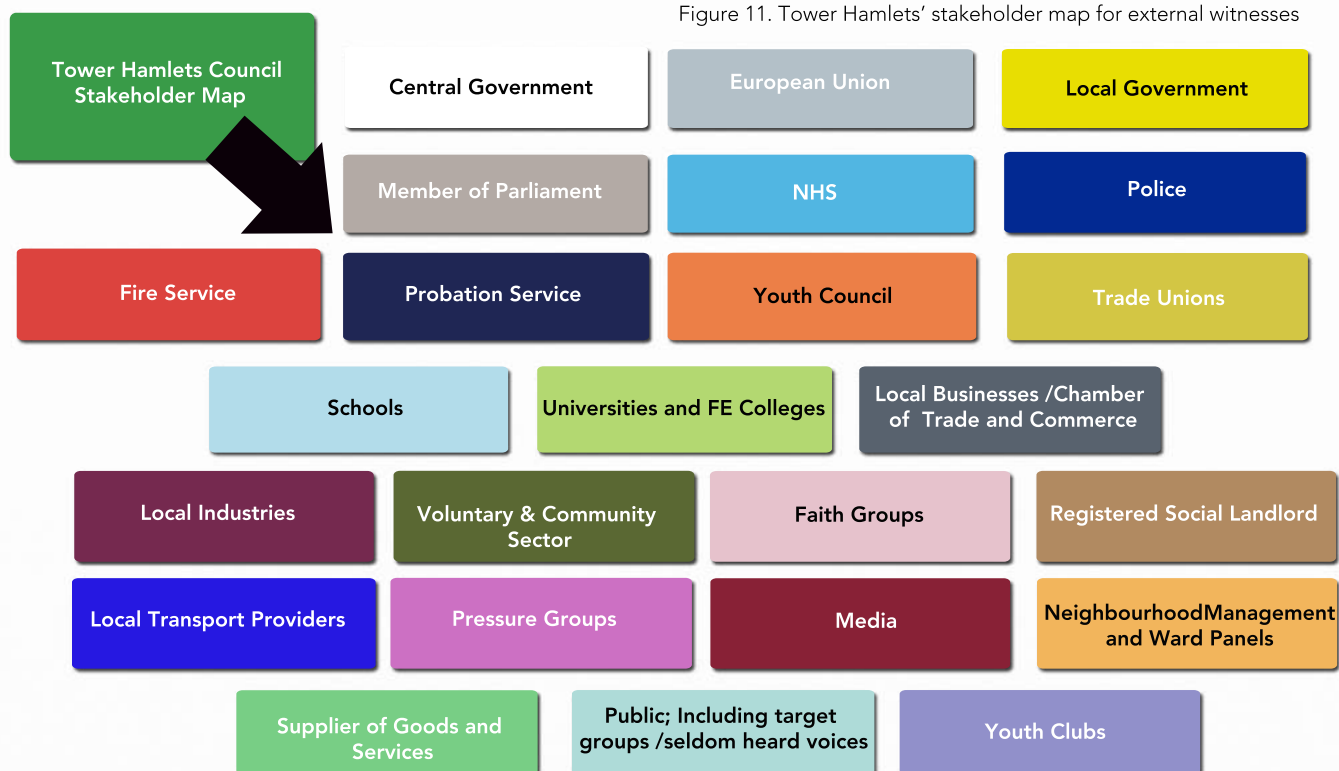
Witnesses

Internally, witnesses may include:



External witnesses can be drawn from a wide range of individuals and organisations. Good practice suggests that Members should undertake a stakeholder mapping exercise, in order to get the right witnesses. A number of stakeholders are identified below:

Figure 11. Tower Hamlets' stakeholder map for external witnesses



Some key considerations when gathering the evidence from witnesses:

Location:

Most committee meetings will normally take place within Council premises (which are properly equipped), however some meetings should take place within the community settings as they may offer better public turnout and engagement and less formal settings can put witnesses at ease.

Layout:

For formal committee meetings a horseshoe table layout is considered effective. In less formal settings, Members should consider a circle layout that may reduce witnesses feeling less intimidated.

Briefing Witnesses:

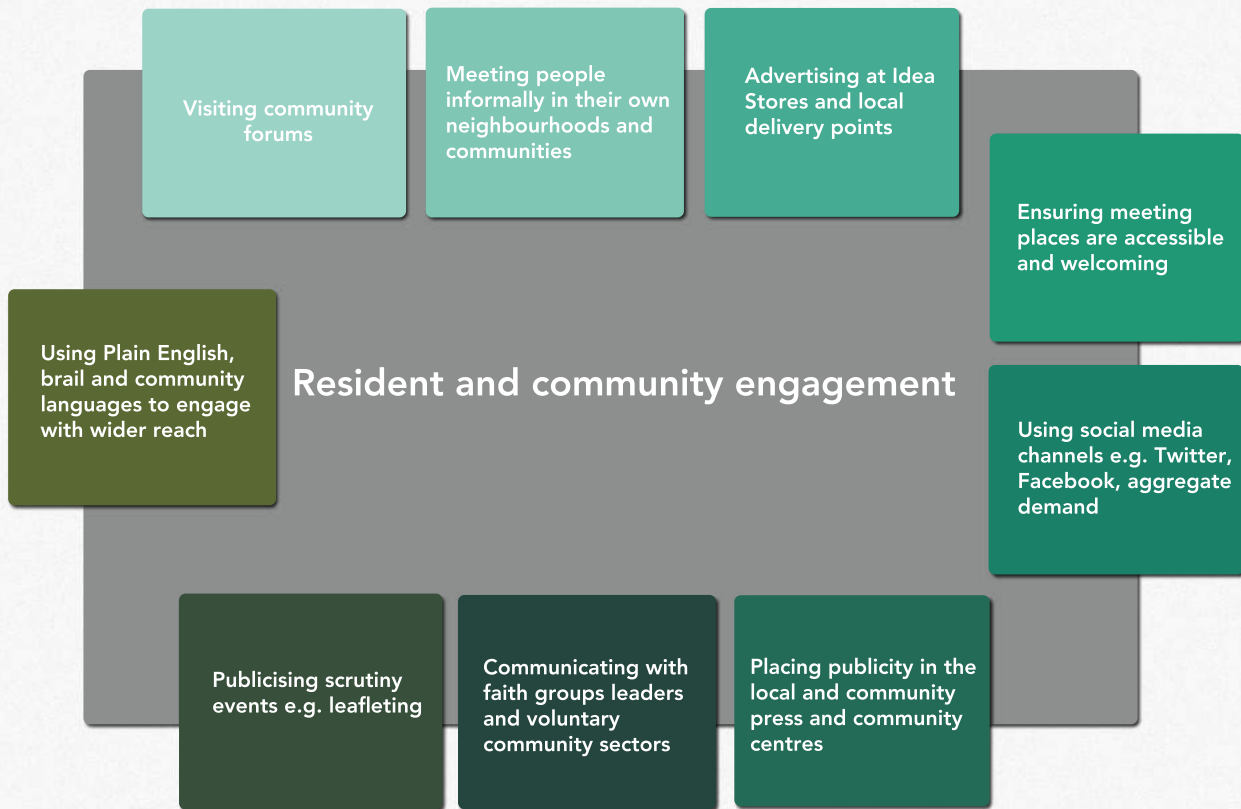
It is important that both internal and external witnesses are aware of what to expect when they attend to give evidence (see appendix 4).

Engaging the residents and wider community

Encouraging community participation in scrutiny process is a key mechanism for Members to represent the views of their community and ensure that these views are taken in account by the Council in its policy development and decision-making process.

In order to engage a wide range of the borough's communities, Members should consider the following:

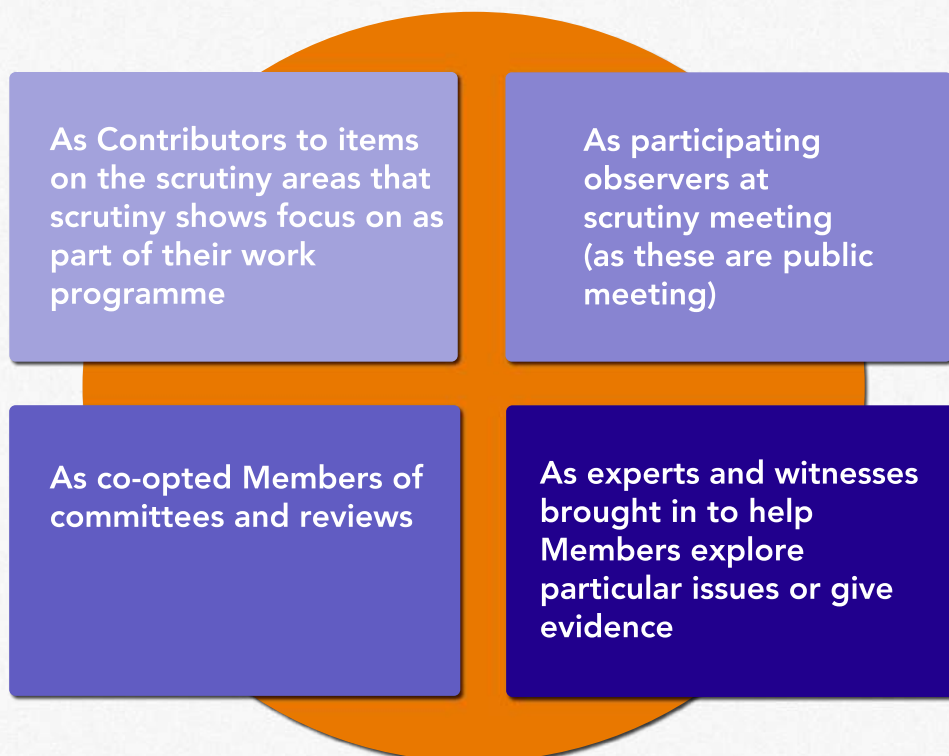
Figure 12 types of engagement with residents and wider community



Promoting how residents can get involved in scrutiny

There are four main ways a resident of the borough can get involved as contributors

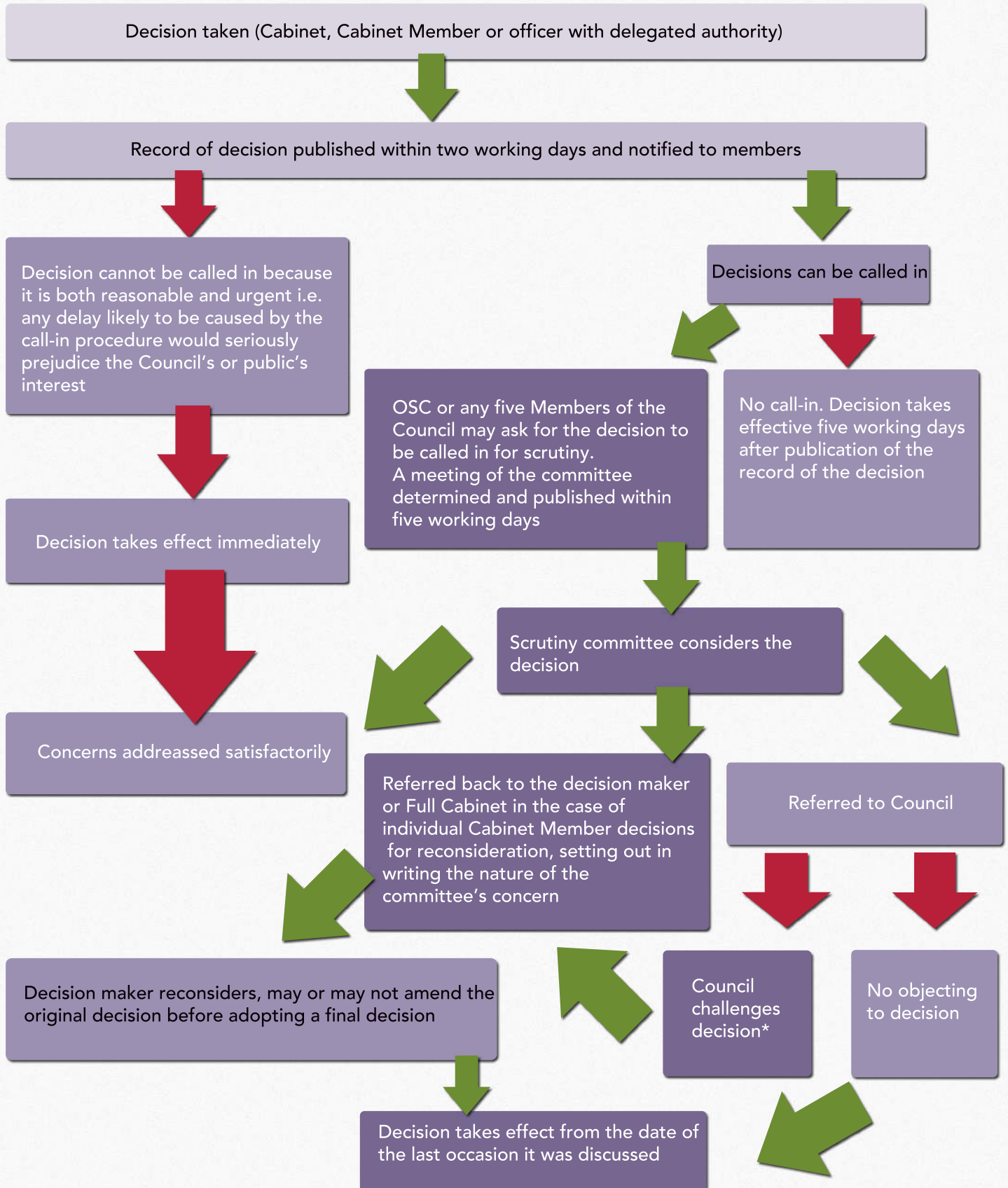
Figure 13 How residents get involved in scrutiny



Call - In process

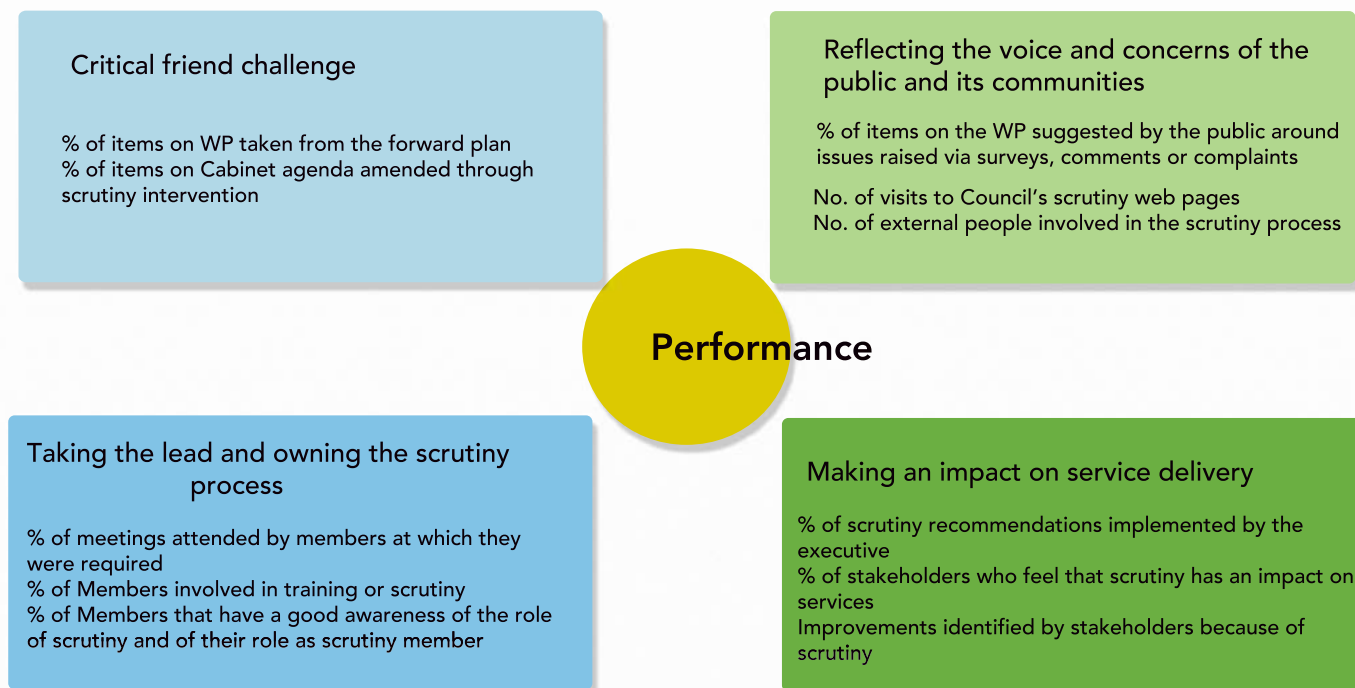
Below is the process for how a decision is called in. There are a number of reasons why a decision may be called in but usually a 'call in' takes place if the decision has not been commenced

Figure 14 Call In process flow diagram



Measuring Success – PI's (performance indicators)

Assessing the impact of overview and scrutiny can be difficult to measure. The CfPS suggestion the performance indicators for scrutiny can be developed under the four principles:



Scrutinising performance

Performance management should be a continuous process, which responds to actual performance information to ensure the Council:



Why scrutinise performance information?

Reviewing performance information enables scrutiny function to have a good understanding of areas, which require further critical friend challenge and applying an evidence-based approach. Performance information can assist scrutiny to:

1. Inform the scrutiny work programme and help what areas to focus on
2. When scoping specific reviews - to decide whether there are areas that need particular focus
3. As part of the process for holding the executive to account for decisions and strategic priorities
4. Benchmarking performance - to compare our services with other organisations
5. As part of the evidence gathering process - looking at range of indicators

More information

Contacts

If you would like further information or wish to contact the Scrutiny Team via

Email: Scrutiny2@towerhamlets.gov.uk

Web page: www.towerhamlets.gov.uk/thscrutiny

If you wish to contact the lead officer for Tower Hamlets overview and scrutiny please ask for

Afazul Hoque

Head of Corporate Strategy and Policy

Tel: 0207 3644636

Email: afazul.hoque@towerhamlets.gov.uk

Resources

Access to key resources and more tools for overview and scrutiny can be sourced from Tower Hamlets scrutiny website.

Information Source/Acknowledgments

Information in this toolkit has been drawn from a number of sources including:

- LBTH scrutiny Members, Council and scrutiny officers
- Centre for Public Scrutiny CfPS - The Good Scrutiny Guide (June 2019)
- MHCLG – Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities (May 2019)
- London Borough of Lewisham, St Albans City and District Council, York, Lancaster City Council

Appendices

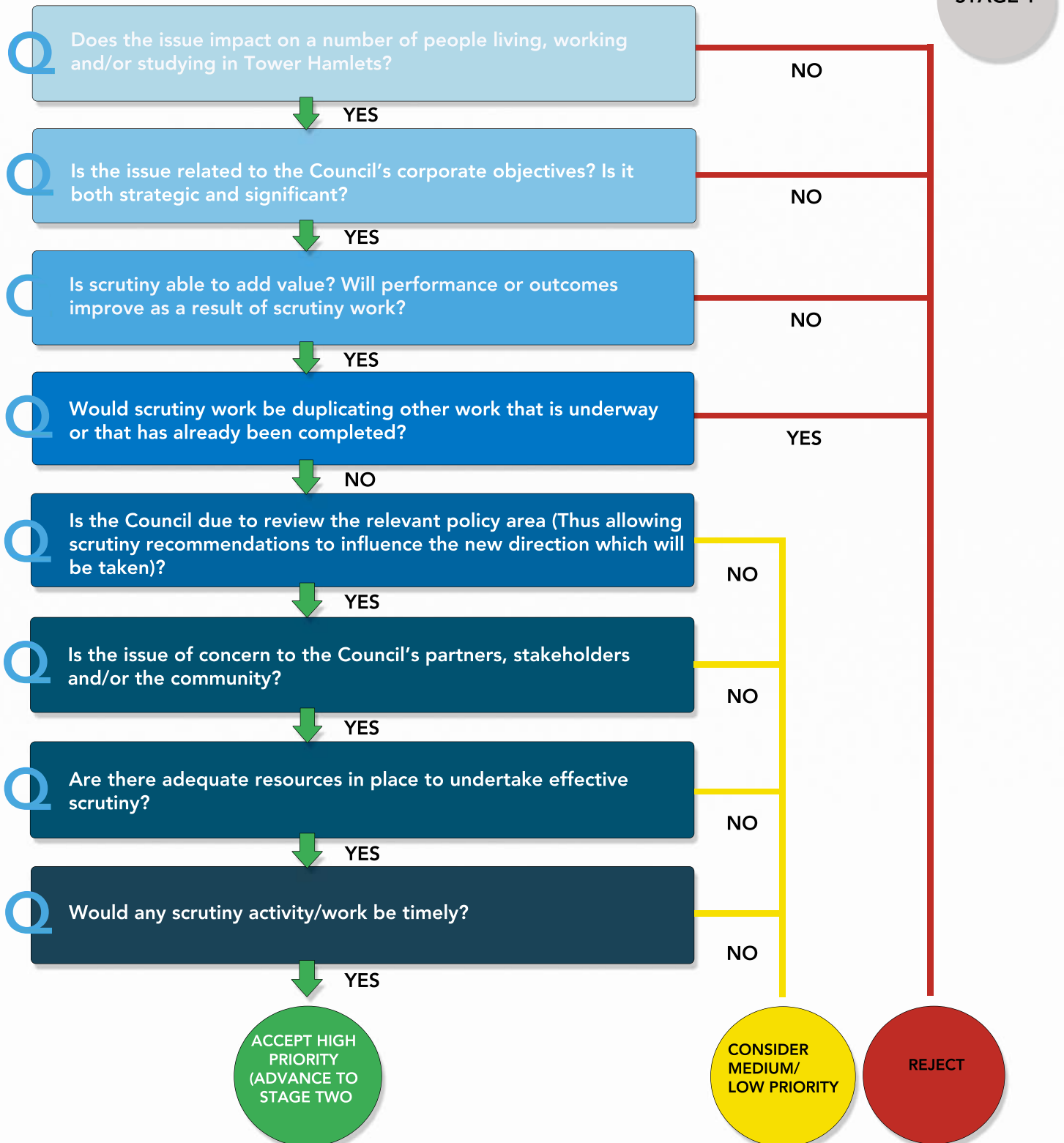


Identifying and prioritising topics for scrutiny work programme

For developing the scrutiny work programme, the OSC and its sub-committees may find it useful to consider a checklist or filtering method (scoring) to determine which scrutiny topic they will want to choose to examine.

The CfPS suggests that once members have generated a number of initial ideas for scrutiny topics, the following process could be followed, starting at stage one to generate a list of suitable topics for scrutiny and to sift out less suitable topics. This would generate a green list to advance to stage two of the process and an amber or reserve list.

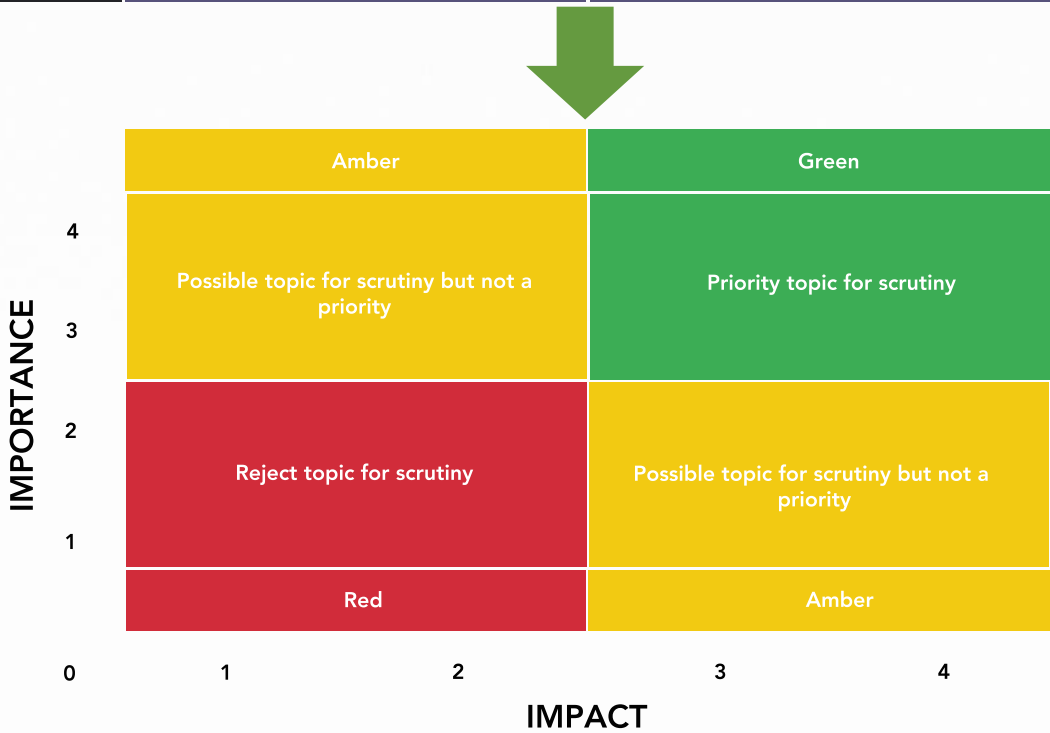
Figure 8. CfPS (2019) Checklist for Scrutiny Topic Prioritisation Process Map



At stage two, Members would take their green list from stage one and then prioritise by scoring the topics/issues on their list using the grid below. Red topics would be rejected at this stage, even if they made it through stage one. Should scrutiny Members choose to move onto their amber reserve list throughout the year, the topics on that list would also need to go through stage two to prioritise.

Figure 9. CfPS (2019) Scoring Chart for Scrutiny Tpoics Prioritisation

SCORE	IMPORTANCE	IMPACT
0	No evidence that the issue /topic is linked to the Council’s corporate objectives and priorities.	There are no identified benefits that are likely to result from a review by scrutiny.
1	There is no evidence of links to the Council’s aims and priorities, but it is an ongoing area of public concern that falls within the Authority’s remit.	Minor potential benefits can be identified that would affect one ward / resident / or service user group.
2	Some evidence of links to the Council’s key corporate objectives but they may be indirect and the topic is not related to current corporate priorities.	Minor potential befit that may affect two or more wards / residents / service user groups. Moderate potential benefit which would affect one ward / resident / service user group Potential identifiable benefit to an individual service area within the Council.
3	Good evidence of links to the Council’s key corporate objectives and priorities and there is evidence that the issue is of public concern.	Moderate potential befit that may affect two or more wards / residents /service user groups. Substantial potential benefit which would affect one ward / resident / client group Potential identifiable benefit to a department /directorate within the Council.
4	Strong evidence of links to the Council’s key corporate objectives and priorities and there is evidence of a high level of public concern.	Substantial potential benefits for a significant proportion of the community Substantial potential benefits for the Council whole.



Appendix 1

Questions to ask at performance scrutiny

Reflective questioning as part of the preparation	Questions you may wish to ask
Why is Performance at the current level?	
Is the Council meeting its target?	<ul style="list-style-type: none">• Why are we not meeting these targets? Is there any other reason?• How accurate was your forecast last time?• Are the targets sufficiently ambitious?• What was the target based on?• Have you identified all the risks to achievement?
Is the service in question improving?	
How are these services planned and do they deliver against the Council's priorities? Where is the evidence to demonstrate this?	
Does the information align with your own research or experiences within your ward?	
What is the quality of the service being received by the resident regardless if the council has met the target?	
What difference does it make?	
What are the implications of not meeting this target?	<ul style="list-style-type: none">• What impact does this have on residents?• Will this affect other services or partners?• Is there an impact on equalities, sustainability or efficiency?
If the targets are being met, can we move resources from this area to a higher priority?	
How can we make sure things get better?	
How will performance be improved? How is the project/ service advancing the council into the future?	<ul style="list-style-type: none">• How will the causes of underperformance be addressed?• Are additional resources/ training/ support needed?• If additional resources are needed, where will they come from?• When can we expect performance to be back on track?• Can other services, partners or teams contribute to improvement• How well are other council's or service providers performing in this area? What are they doing differently?
Has performance been poor for two consecutive quarters - is it time to call it in for review?	
What meaningful improvements can the Committee suggest that will improve the service both for the council and residents?	

Appendix 4

Information for participants in scrutiny process

The following information should be made available to participants in the scrutiny process e.g. representatives from external organisations and/or members of the public.

Thank you for agreeing to attend the Council's scrutiny meeting. Members have asked you to be involved because of the knowledge you bring. We appreciate the time you have given up and the fact you have chosen to be involved.

We will:

- Make you feel welcome and explain the process you are to be involved in, including how the meeting itself is to operate
- Tell you the background to the review and key issues you need to be aware of
- Provide you with documents such as scrutiny reports, terms of reference.
- Ensure you are introduced to the chair of the meeting prior to the start
- Ensure you are treated with courtesy and respect
- Ensure you feel comfortable and supported while being involved in the review
- Try to help you as far as possible – The scrutiny support officer will be happy to assist

You can:

- Be frank and open in your discussions
- Expect to be treated with courtesy and listened to
- Ask questions of council officers and Members
- Receive additional information you need, and that is available, to be involved
- Expect to receive notification of reports and recommendations of scrutiny review/ challenge session.
- Attend the whole scrutiny meeting, or just part, which is relevant to you, which ever suits you best.
- Expect to be reimbursed for any out-of-pocket expenses you incur while being involved in scrutiny.
- The Council's protocol on officer / Member relations will apply to all internal witnesses

You should be aware that most of discussions in overview and scrutiny committees are public and therefore they are publicly recorded. A Task and finish panel review may not be, although the result of their deliberations will be published

Appendix 5

Overview and scrutiny Member role description

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 of 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