

Recommendation	M'gmt response to recommendations	Evidence of Progress to meet recommendations
<p><b>1</b> The Council should review the Scrutiny Board Procedure Rules Guidance Notes and add that the Scrutiny Boards will:</p> <ul style="list-style-type: none"> <li>• Be innovative in their approach to challenging the way the Council operates;</li> <li>• Add value to the Council through the reviews they do; and</li> <li>• Strive to improve communication channels within the Council and the wider community.</li> </ul>	<p>Agree.</p>	<p>The Vision Document was agreed by Council in September 2009.</p> <p>Scrutiny Board Members provided with relevant publications, guides, training and tools to help them perform more effective Scrutiny.</p>
<p><b>2</b> The Council should publish and distribute local and national examples of where Scrutiny has added value and impact within the Annual Report. This should be seen by full Council and Officers. This will continue to convey the message that by engaging fully with Scrutiny the Council as a whole will benefit through improved public services.</p>	<p>Agree.</p> <p>The Annual report is already presented to full council.</p> <p>A number of scrutiny case studies have featured in national toolkits and studies. In addition some scrutiny reviews were featured in the 'Picture of Leeds' series produced for the CPA in 2007.</p> <p>We will look at strengthening this aspect by incorporating such messages into our overall 'communications strategy'.</p>	<p>Scrutiny Members provided with copies of the Centre for Public Scrutiny e-bulletin which provides examples of good practice within Scrutiny.</p> <p>Local examples of good practice will be shown in the annual report for 2009/10</p>
<p><b>3</b> The Council should raise the profile of the 'Memorandum of Understanding between Executive Board and Overview and Scrutiny' and should encourage further engagement between the Scrutiny Chairs, Executive Members and Officers. On an annual basis this document should also be included within the Members' Induction programme.</p>	<p>Agree.</p> <p>The development of a Council vision for scrutiny (recommendation 7) will be a good tool to develop this engagement further.</p> <p>The 'Memorandum of Understanding' will be refreshed and recirculated annually.</p>	<p>Taken to the August 2009 meeting between Chairs and Administration Leaders.</p> <p>Will be incorporated into the May 2010 Member Induction Programme.</p>
<p><b>4</b> Single item agendas should be introduced for Scrutiny Board Meetings to improve their efficiency.</p>	<p>Agree.</p> <p>Scrutiny Boards will be encouraged to focus on single item agendas wherever possible and appropriate when developing their work</p>	<p>This recommendation was considered by all Scrutiny Boards in June 09. A final assessment of achievement will be considered at the end of the municipal year.</p> <p>However to date the concept of the single item agenda has been taken up by the majority of Boards and has been used wherever appropriate.</p>

	programmes.	<p>Board</p> <p>E &amp; N Children's Health</p> <p>Adult Social Care CCF City Development City &amp; Regional Partnerships</p>	<p>Use of a single item agenda</p> <p>1 2 3 with others planned for December, January and February.</p> <p>2 0 0 2</p>
<b>5</b> Scrutiny Members should be reminded that Scrutiny Board meetings are not a forum to voice personal political views.	<p>Agree.</p> <p>This will first take place at the June meeting, but Group whips will be reminded via the publication of this report.</p> <p>We accept that whilst party politics should be left at the door, Members will rightly be influenced by their political views but will make recommendations based on evidence.</p>	<p>This recommendation considered by all Boards in June 09, CGA June 09 Executive Board July 09, Scrutiny Advisory Group July 09 and Administration Leaders August 09.</p> <p>This position was reinforced by Members at a Scrutiny Training session in November 2009.</p>	
<b>6</b> Each of the Scrutiny Boards should assess more formally whether co-opted Members should be invited to participate in their Board so to allow them to draw from the benefits of their involvement.	<p>Agree.</p> <p>This will be a formal Item on the June Scrutiny Board meeting agendas.</p>	<p>Report on Cooptees presented to all Board in June 09 and discussed by the Scrutiny Chairs Advisory Group.</p> <p>It was concluded that co-optees were very helpful to Boards and Boards would use as and when appropriate to that Board.</p>	
<b>7</b> The Council should ascertain what their overall vision is for the Scrutiny function, formally document this and then publicise it, potentially within the Scrutiny Board Procedure Rules Guidance Notes.	<p>Agree.</p> <p>We would suggest that the CfPS five principles of scrutiny are used as a starting point. This will require sign up by the Leaders and should involve a wide range of stakeholders.</p>	<p>Vision Document agreed by Council in September 2009.</p>	

<p><b>8</b> Scrutiny Members should continue to be encouraged to access web based Scrutiny forums so that they have an additional network of resource to draw upon and it will enable further horizon scanning of emerging issues to be undertaken.</p>	<p>Agree.</p> <p>Members will be reminded of these resources on an annual basis at the start of the municipal year, as well as on an ongoing basis.</p>	<p>Centre for Public Scrutiny e- bulletin sent to all Board Members.</p>
<p><b>9</b> Regular reports should be made to the political parties highlighting the attendance rates for their Members. Where attendance rates fall below an acceptable level then it should be the responsibility of each political group to take appropriate action to address this. Alternatively the number of members on Scrutiny Boards could be reduced if there are too many competing demands on Members' time.</p>	<p>We currently do this to political groups.</p>	<p>Whips and Scrutiny Chairs receive the following Details on a monthly basis:</p> <p>Attendance at pre meetings Attendance at Boards Late arrivals Early leavers</p>
<p><b>10</b> The Council should consider introducing a 'job specification' outlining the required competencies of a Scrutiny Chair. Each political group should then select the individuals who best meet this specification and this should be approved by the Leader of each group.</p>	<p>We shall be introducing 'job specifications' as part of our bid to achieve 'CharterPlus' for Member Development.</p> <p>Whilst the competencies required for the role will be made available to the political groups, the groups need to consider the requirements for the role within the context of party rules.</p>	<p>Work on-going through Member development and subject to discussions.</p>
<p><b>11</b> All Scrutiny Boards should have 'real time monitoring' as a standing agenda item.</p>	<p>Agree.</p> <p>All Scrutiny Boards have a standing item where they review their work programme, and receive the Forward Plan and Executive Board minutes to assist them in any reprioritisation of work. This is required by the Council's constitution.</p> <p>All Scrutiny Boards also have the facility to engage in general discussions with the appropriate Executive Member and Director about service issues. We would not envisage this being a standing item but a facility available to Scrutiny Boards when appropriate.</p>	<p>Evidence to be found within Scrutiny Board Agendas</p> <p>A key theme within the Vision Document and the 'Memorandum of Understanding between Executive Board and Overview and Scrutiny' is the relationship between the Executive and Scrutiny and the ability to use this relationship to monitor issues All Scrutiny Boards formally meet with the appropriate Executive Board Member at the beginning of the year in 'committee'. Thereafter, Scrutiny Boards have developed their relationship in differing ways.</p> <p>Health Board communicates regularly on an informal basis over matters (this has also included the joint Leaders). Also quarterly meetings with the Executive Member, Adult Health and Social Care take place to coincide with the quarterly performance reports.</p> <p>There has also been considerable liaison with the C/Execs of each NHS Trust - formalised through quarterly reporting / updates at the Board. The Chair of Health Scrutiny has also met with the new Chair of the LTH Board and is seeking to establish a relationship with each Trust Board similar to that which operates with Executive Board.</p>

		<p>In Children's, one or both Executive Members attend the quarterly performance monitoring item, and they then stay on for the overview report too, which gives opportunity for a regular fairly wide-ranging discussion.</p> <p>The Chair of Adult Social Care has a one to one meeting with the Executive Member Adult Health and Social Care on the Monday before each board meeting.</p> <p>The Executive Member Central &amp; Corporate attends Scrutiny Board on a quarterly basis to discuss the budget and performance management.</p> <p>The Chair of Children's Services Scrutiny Board meets regularly with each of his two Exec Members, and with the Director of Children's Services and the Chief Executive of Education Leeds. Following the most recent meeting, the Board has asked the Chair to meet with Cllr Harker and Mr Edwardsd to follow up questions they had arising from three Exec Board reports, linking to their current inquiry on population growth.</p> <p>The Chair of City Development Scrutiny Board meets informally on an ad hoc basis with the Executive Member.</p>
<p><b>12</b> Scrutiny pre-meetings should be more effectively used. They should be a forum to provide real focus in advance of the Scrutiny meeting.</p>	<p>Agree.</p> <p>We believe that there is scope to improve on the current use of pre-meetings.</p>	<p>Paper presented to Scrutiny Advisory Group in October 09 on the use of pre-meetings. At this meeting the value of pre meetings was acknowledged.</p> <p>Attendance at pre-meetings monitored and information sent to Whips and Chairs.</p>
<p><b>13</b> The Scrutiny Support Unit should remind Officers of the processes that need to be adhered to relating to Call Ins.</p>	<p>Agree.</p> <p>We will work with colleagues in Governance Services to ensure officers across the council are aware of the stages and timescales involved in the decision-making process, particularly in relation to the call-in requirements.</p>	<p>CGA Report – June 09 Audit Report – June 09</p>
<p><b>14</b> Within the Scrutiny annual report each Scrutiny Board should clearly outline the service benefits of the recommendations made. In addition each Scrutiny Board should consider using a consistent table or graph to clearly display the impact of their recommendations and the outcomes recording them as implemented; partially implemented; work in progress; not accepted; and no longer applicable.</p>	<p>Agree. This will be introduced for the 2009/10 Annual Report.</p> <p>The progress of recommendations will relate mainly to those recommendations made the previous year. We will use our existing recommendation tracking system to provide this information.</p>	<p>To be evidenced in 2009/10 Annual report. All Scrutiny Boards use a recommendation tracking system in order to track the implementation progress of recommendations agreed.</p>

<p><b>15</b> There is a continuing need for Executive Members, Scrutiny Board Chairs and Officers to work together to identify areas where the Scrutiny Boards can add value to policy development work streams. Where Scrutiny Boards decide not to undertake work areas suggested by Executive Members a brief rationale should be provided so to prevent any misunderstandings arising.</p>	<p>Agree.</p> <p>The success of this will depend on the relationship between Scrutiny and Executive Board Members. The work programme setting meeting in June will be crucial for this to be a success.</p> <p>The Scrutiny Board Procedure Rules already require the Board to provide an explanation where it turns down a suggestion from the Executive Board.</p>	<p>The maintenance of good working relationships is a key theme within the Vision Document and the 'Memorandum of Understanding between Executive Board and Overview and Scrutiny'.</p> <p>Relationship management is a standing agenda item for the Scrutiny Chairs/Administration Leaders meeting.</p>
<p><b>16</b> Templates for the layout of the Annual Report should be provided to Scrutiny Chairs so to increase the consistency and to enable greater comparability between the work of each of the Boards. Within the Annual Report each Scrutiny Board should clearly categorise the work using a consistent series of headings.</p>	<p>Agree.</p> <p>This will be introduced for the 2009/10 Annual Report.</p> <p>The use of categories of work has been introduced for the 2008/09 annual report.</p>	<p>A template has been produced for the Annual Report to address this recommendation. This will be evidenced in 2009/10 Annual Report.</p>
<p><b>17</b> Scrutiny Board Members should be reminded of the need to assess the performance of key indicators throughout the year and use this to direct any area of their annual work programme.</p>	<p>Agree.</p>	<p>Quarterly performance reports are presented to all Scrutiny Boards. In addition the Head of Policy, Performance and Improvement attends Chairs briefs to highlight key performance issues.</p> <p>A training session, facilitated by the Centre for Public Scrutiny took place in November 2009.</p>
<p><b>18</b> Where there are key performance indicators with historical poor performance the Council should report to Scrutiny Boards the actual impact of this poor performance on service delivery. This may help identify areas where the Council could involve Scrutiny Boards further.</p>	<p>Agree.</p> <p>This will be fed into the quarterly performance monitoring reports received by all Scrutiny Boards.</p>	<p>This to be addressed by the Head of Policy, Performance and Improvement.</p>