

## SFJB36

### Scope, plan and manage a scrutiny work programme



---

#### Overview

The scrutiny function provides the opportunity for greater transparency in decision making, policy review and development. Scrutiny may involve services provided by the local authority and/or those provided by external organisations. However, it is important that scrutiny is seen to add value and that resources are not wasted. Scrutiny programmes should genuinely reflect the legitimate needs and concerns of elected members and the communities they represent and demonstrate best value. With that in mind scrutiny programmes should be thoroughly scoped, carefully planned and efficiently managed. The term `stakeholders' in this unit refers primarily to elected members but may also include for example other council departments, members of the community and external partner bodies.

#### Target Group

This unit is appropriate for senior officers working on scrutiny activities in local government.

## SFJB36

### Scope, plan and manage a scrutiny work programme

---

#### Performance criteria

*You must be able to:*

- P1 conduct a thorough review of all relevant plans, reports and emerging issues
- P2 provide key stakeholders receive support in the process for identifying scrutiny issues
- P3 obtain agreement from key stakeholders relating to:
  - P3.1 issues that require scrutiny and their priorities
  - P3.2 the benefits ,aims and added value of scrutiny activities
  - P3.3 the feasibility of scrutiny activities, in terms of stakeholder commitment, risk assessments and available resources
- P4 develop a work programme which identifies each scrutiny activity including:
  - P4.1 its aims, objectives and expected outcomes
  - P4.2 its schedule of work
  - P4.3 its budget and other resources
  - P4.4 stakeholder involvement
  - P4.5 communications
  - P4.6 those responsible and the limits of their authority
  - P4.7 links with other related activities
- P5 ensure the work programme is realistic in terms of time and resources
- P6 ensure the work programme is 'signed off' according to your organisation's procedures
- P7 provide everyone involved in the work programme with adequate briefing and support prior to and during its implementation
- P8 carefully monitor the work programme's implementation
- P9 provide key stakeholders and staff with timely and clear updates on progress
- P10 adapt plans and manage risks in response to changing circumstances
- P11 ensure the work programme achieves agreed outcomes within schedule and to budget
- P12 complete a thorough evaluation of the work programme which identifies lessons for the future

## SFJB36

### Scope, plan and manage a scrutiny work programme

---

#### Knowledge and understanding

*You need to know and understand:*

- K1 the role of scrutiny in the democratic process
- K2 legislation, regulations, guidelines and codes of practice relevant to the scrutiny process
- K3 best practice planning and managing scrutiny programmes
- K4 the importance of facilitation in the scrutiny officer's role
- K5 the importance of building relationships with key stakeholders, building trust and involvement and 'leading upwards'
- K6 how to enable challenge constructively
- K7 the roles and key responsibilities of a scrutiny programme manager
- K8 principles, processes, tools and techniques for managing scrutiny programmes
- K9 the types of plans, reports and emerging issues that you should take account of when scoping plans for scrutiny and how to review these
- K10 how to manage, motivate, plan, monitor, and assess people
- K11 how to manage change within projects and programmes
- K12 risks and contingencies common to scrutiny programmes and processes and how to assess and manage these
- K13 key stakeholders – the individuals or groups who have an interest in the success of the scrutiny programme, including external stakeholders
- K14 general organisational policies, practices and activities that may affect the scrutiny programme plan
- K15 the agreed key objectives and scope of the programme and the available resources
- K16 procedures in your organisation for managing finance
- K17 procedures in your organisation for commissioning services

## SFJB36

### Scope, plan and manage a scrutiny work programme

---

#### Additional Information

**This unit covers the following types of scrutiny activity:**

**Scope/range  
related to  
performance  
criteria**

- 1 review
- 2 budget scrutiny
- 3 performance management
- 4 specialist areas (for example, diversity)
- 5 call-in
- 6 external scrutiny
- 7 where others have the duty to consult
- 8 pre-decision scrutiny

## SFJB36

### Scope, plan and manage a scrutiny work programme

---

#### Behaviours

#### You must show that you work in the following way

- 1 you show sensitivity to internal and external politics that impact on your area of work
- 2 you reinforce the links between specific objectives, areas of work and strategic goals
- 3 you use cost-effective, time-effective and ethical means to gather, store and retrieve information
- 4 you show empathy with others' needs, feelings and motivations and take an active interest in their concerns
- 5 you act to understand and influence the climate and culture of the organisation/partnership
- 6 you balance agendas and build consensus
- 7 you constructively challenge the status quo and seek better alternatives
- 8 you address multiple demands without losing focus or energy
- 9 you present information clearly, concisely, accurately and in ways that promote understanding
- 10 you balance risks against the benefits of taking risks
- 11 you focus personal attention on specific details that are critical to achieving successful results
- 12 you create a sense of common purpose
- 13 you model behaviour that shows respect, helpfulness and cooperation
- 14 you employ a range of leadership styles appropriate to different situations
- 15 you take timely decisions that are realistic for the situation
- 16 you show integrity, fairness and consistency in decision making
- 17 you encourage and support others to take decisions autonomously
- 18 you constantly seek to improve performance

## SFJB36

### Scope, plan and manage a scrutiny work programme



---

#### Links to other NOS

- 1 A51 Take effective decisions
- 2 C11 Manage your own resources and professional development
- 3 C22 Maintain and develop effective working relationships in local government
- 4 C32 Facilitate the implementation of local government legislation regulations and procedures

## SFJB36

### Scope, plan and manage a scrutiny work programme

<b>Developed by</b>	Skills for Justice
<b>Version number</b>	2
<b>Date approved</b>	January 2012
<b>Indicative review date</b>	December 2016
<b>Validity</b>	Current
<b>Status</b>	Original
<b>Originating organisation</b>	Skills for Justice
<b>Original URN</b>	SFJB36
<b>Relevant occupations</b>	Business, Administration and Law; Public Services; Secretarial and Related Occupations; Public Service and Other Associate Professionals
<b>Suite</b>	Democratic Services
<b>Key words</b>	Scrutiny; review