

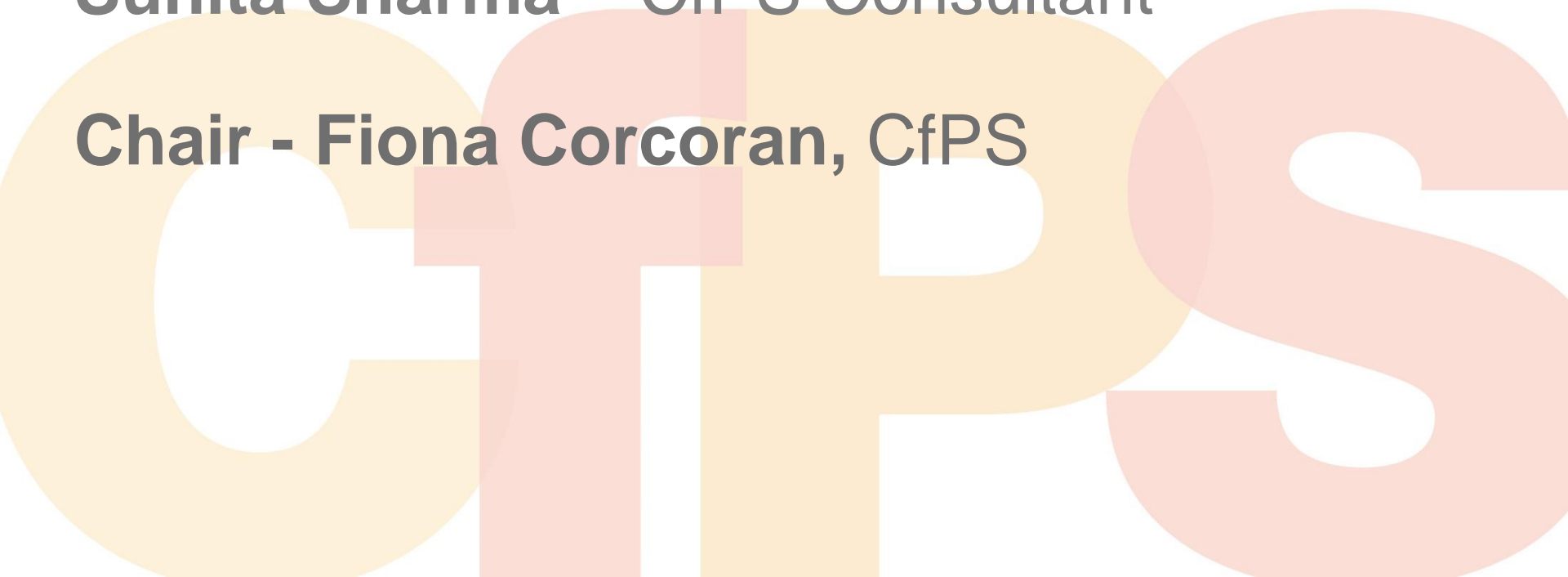
Workshop A:



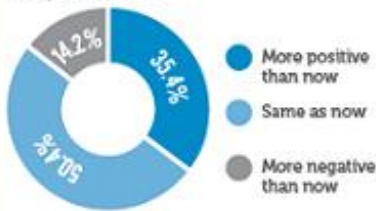
Work Planning for Success

Sunita Sharma – CfPS Consultant

Chair - Fiona Corcoran, CfPS



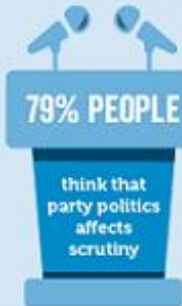
Scrutiny - future outlook is positive



70% BELIEVE SCRUTINY MAKES AN IMPACT



20% MORE rated their organisational culture positively



MOST IMPACTFUL SCRUTINY METHODS



LOCAL GOVERNMENT SCRUTINY 2017/18 - A POSITIVE OUTLOOK?



Centre for Public Scrutiny

This infographic is based on CFPS's annual scrutiny perceptions survey

66% OF WORK PROGRAMMES ARE FLEXIBLE AND RESPONSIVE



83% of work programmes are member led



Confidence in scrutiny's ability to make an impact is



KEY SCRUTINY CONSTRAINTS

- 1 Lack of awareness of scrutiny benefits
- 2 Fitting in the breadth of work
- 3 Resources and funding
- 4 Officer support
- 5 Politics

Is the role of SCRUTINY understood?

68% → YES
32% → NO

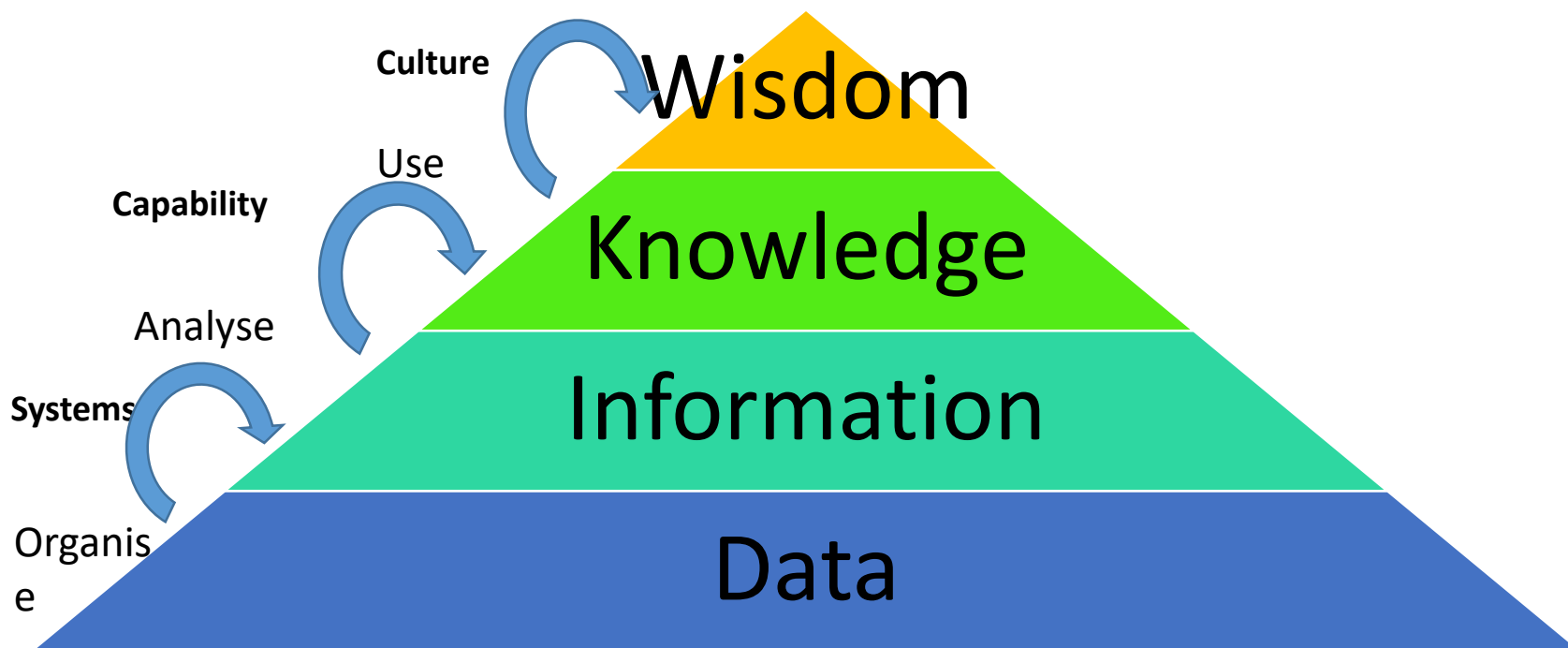
77% OF COUNCILLORS rely on officers for information



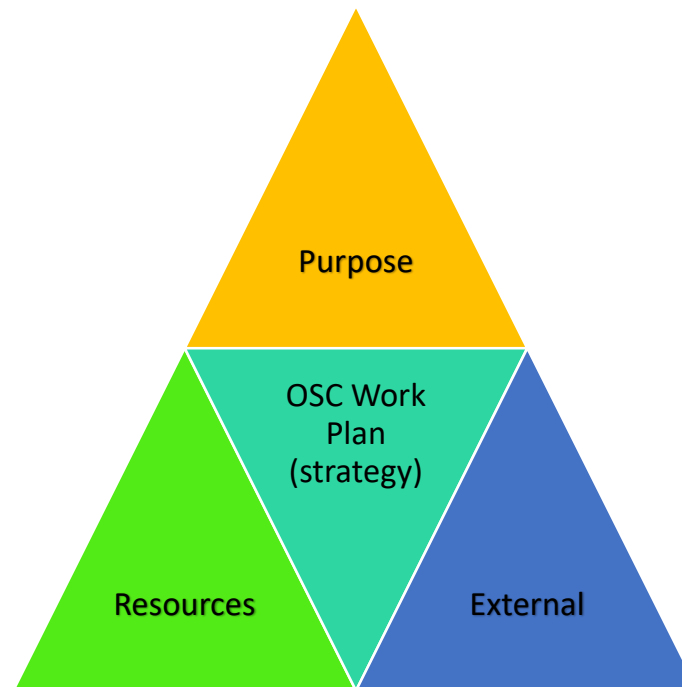
Characteristics of successful work planning

- Leadership by OSC Chairs, scrutiny leads
- The End: objective, outcome, opportunity
- Understand context: politics, people, priorities
- 3 C's: capability, competence, capacity
- Project management approach/tools
- Resources:
 - Members (skills, interests)
 - officers
 - coopetes
 - experts (including residents)
 - Independent, impact, flexible
- MEMBER led

Work Planning Operating Levels



Supporting Governance – Local context



Know where you want to get to

- Incremental review – building knowledge, developing understanding
- Fast - impact on real time decisions.
- Providing space – enabling voices to be heard on contested issues.
- System intervention – clarity on which part of the system the review/ theme/discussion is seeking to influence.
- Relational – consensus building, information and knowledge gathering. Getting buy-in.
- Culture – challenging, changing, influencing, shifting context.
- Balance – internal v external; planned v responsive; short term v long term; holding to account v review and development.

Tools 1 – Filtering, scoring, criteria, questions

Examples of tools to prioritise and select items for scrutiny

PIRP (West Suffolk)

Score each topic 0-3 points on the following:

Public interest

Impact

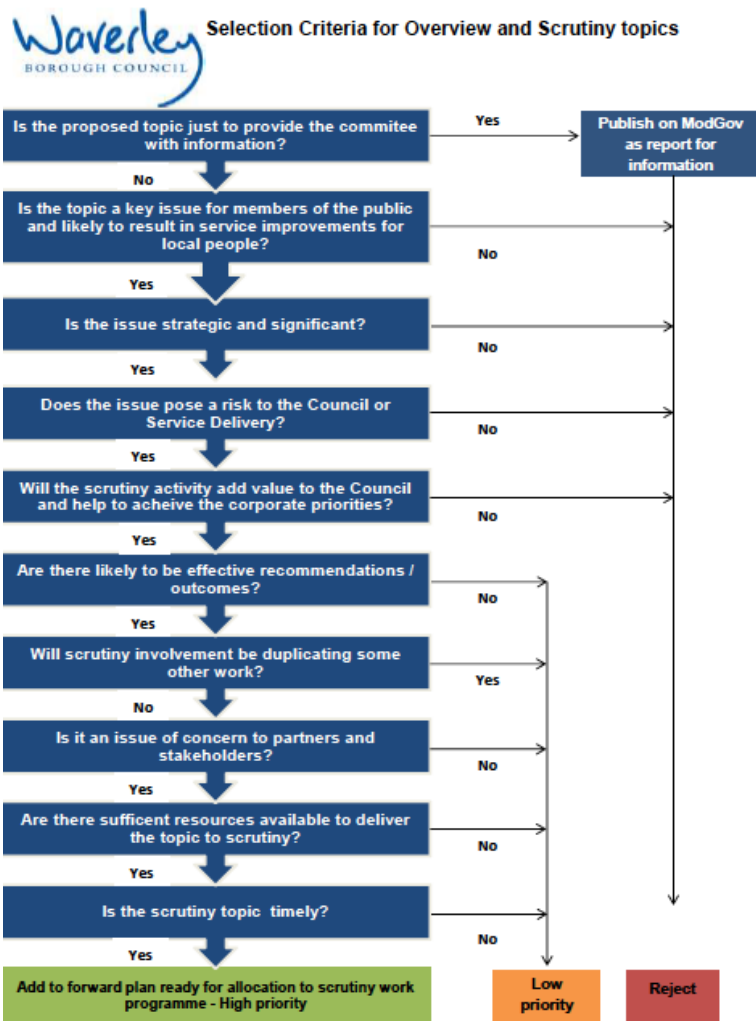
Relevance

Partnership

Tools 2 – Filtering scoring, criteria, questions

TOPIC	PAPER
Timely	Public Interest (High, Med, Low)
Organisational Priority	Ability to change (High, Med, Low)
Public Interest	Performance (High, Med, Low)
Influence	Extent (High, Med, Low)
Cost	Replication (High, Med, Low)

Tools 3 – Filtering scoring, criteria, questions



SCRUTINY: WORK PROGRAMME PRIORITISATION PROCESS: STAGE TWO



At stage two, Members would take their green list from stage one and would 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 members wish to move onto their stage one amber reserve list throughout the year, the topics on that list would also need to go through stage two to prioritise.

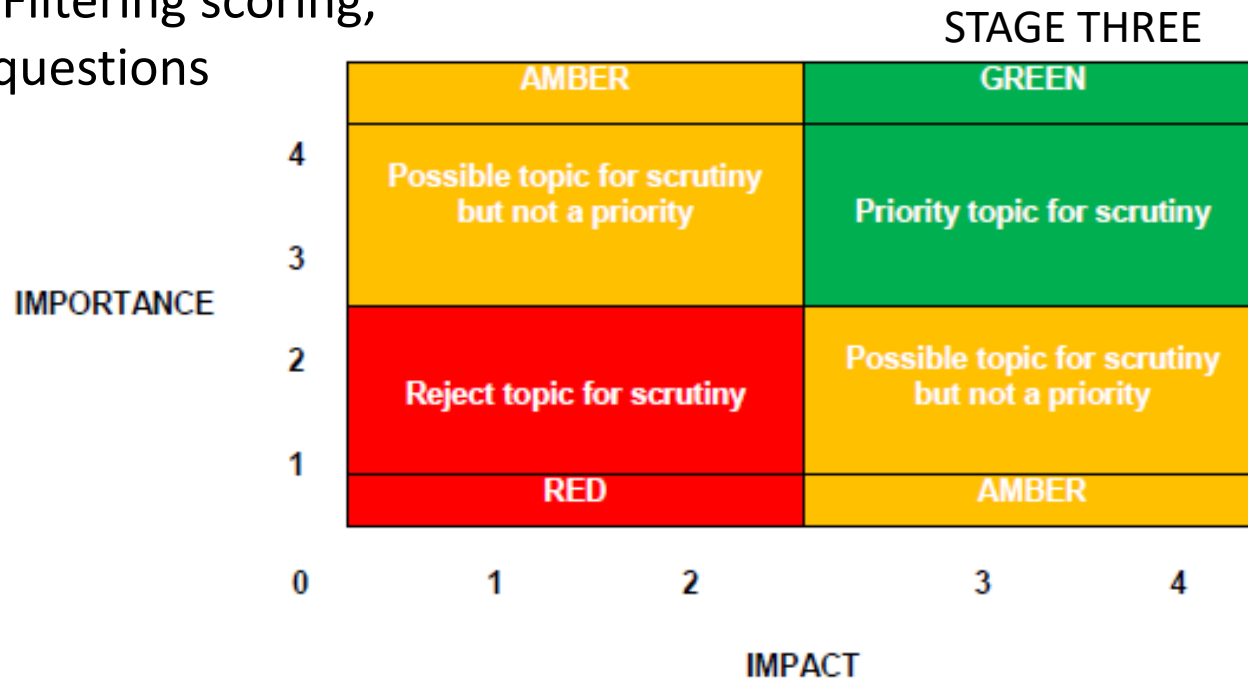
Tools 3 – Filtering scoring, criteria, questions

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 / customer / or client 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 benefit that may affect two or more wards / customers / client groups. Moderate potential benefit which would affect one ward / customer / client 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 benefit that may affect two or more wards / customers / client groups. Substantial potential benefit which would affect one ward / customer / 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 as a whole.

LB Bexley and others



Tools 3 - Filtering scoring, criteria, questions

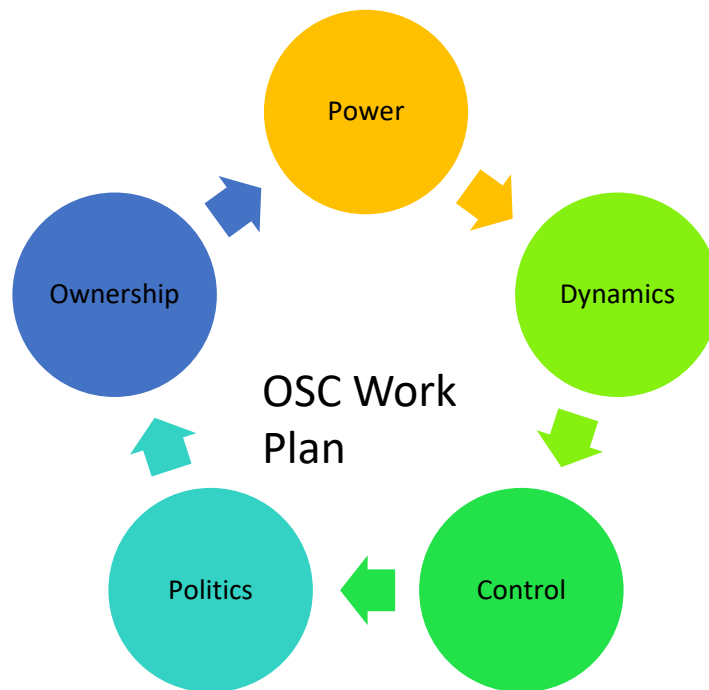


LB Tower Hamlets and others

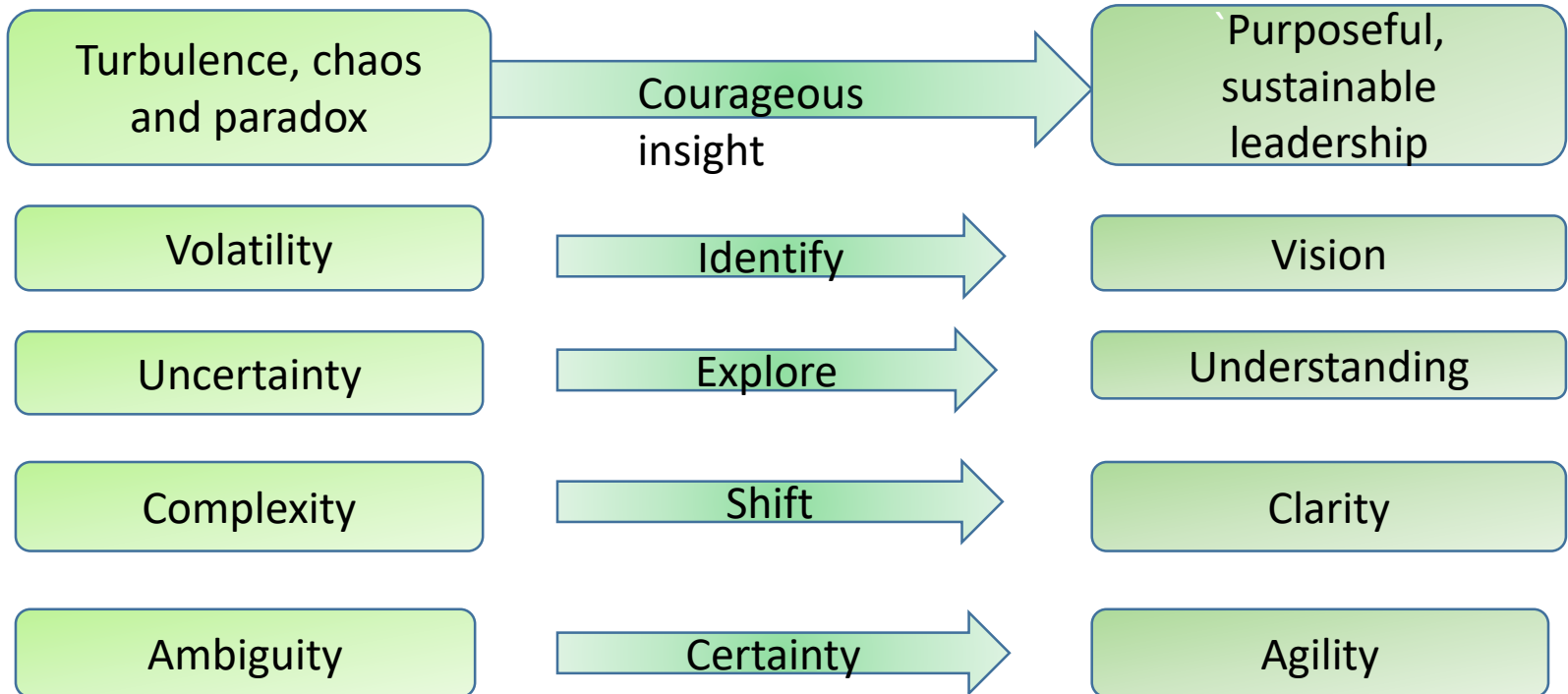
Making Impact, Adding Value

- Sense making - use of OSC structures and operating system
- Distributive leadership – role clarity, sharing responsibility
- Improvement – strategy or service? Added value. What could better/good look like?
- Feelings - Style, tone,
- Saying 'no' – rejecting issues, topics
- Questioning – think about a questioning plan, key lines of enquiry,
- Simplicity – less is more, ensures clarity of purpose, ensures added value, space, time to consider in detail
- Follow up – what happened next, where is impact of scrutiny being felt
- Self review and reflection – how did WE do?

Push, Pull Factors of Work Planning



OSC Effectiveness in a contested space



Summary: Avoid

- Self serving interests – whose interests are being served?
- Politics with a big 'P'
- Being process driven
- Busy agendas
- Mirroring Cabinet, departmental, portfolios

Summary: Ensure

- Simplicity and flexibility
- Clarity of purpose, outcome
- Widening 'source pool' for ideas and suggestions
- Consideration of Capacity, Competency, Resources
- Own resourcefulness – become an expert in the issue, read all documents, talk to people affected by the issue, get out and about
- Attention to relationships
- Ambition – push boundaries

Your experience

- What strategies, approaches have worked for you?
- How have you managed to balance issues?
- What conditions enable successful work planning?

- Share one top tip with the group



Thanks

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