

the good scrutiny guide –

four principles of effective scrutiny

effective public scrutineers...

1. provide 'critical friend' challenge to executives as well as external authorities and agencies

effective public scrutineers...

2. reflect the voice and concerns of the public and its communities

roles and relationships

- constructive, robust and purposeful challenge to prompt executive reflection on policy development and decision-making
- mutual respect and 'parity of esteem' for the scrutiny function as a legitimate check on executive arrangements in exercising public accountability
- partnership approach with 'external' agencies and authorities
- focused and proactive policy development in collaboration with executive colleagues

- ensuring an ongoing dialogue with the public and its diverse communities where the voice of the public is heard and responded to
- taking a community leadership role by focusing on issues of community concern
- constructive relationships with press and media
- careful management of public expectations of change

process and practice

- constructive working arrangements supported by clear rules of engagement
- co-ordinated workload planning integrated into corporate processes
- reporting and monitoring mechanisms to follow up recommendations made
- non-aggressive physical environment and behaviours to create optimum conditions for investigative evidence-based process

- open and transparent processes with public access to information
- meetings conducted in public which invite public participation and 'active citizenship'
- innovative public communication, consultation and feedback
- create the conditions for plural views and concerns to be taken into account, particularly those of minority groups

skills and support

- objective questioning
- inclusive, focused chairing
- access to information and expert advice

- active listening and sympathetic questioning
- adequate resourcing for public dialogue mechanisms
- professional communications advice and support

successful scrutiny

cfps

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public scrutiny

better scrutiny for better government

For full details of The Good Scrutiny Guide and other CfPS publications, please visit www.cfps.org.uk