

Guidance paragraph	Advice from new Overview & Scrutiny guidance	Evidence of the County Council's existing approach meeting the guidance criteria
SECTION 2: CULTURE		
11a	All members and officers should recognise and appreciate the importance and legitimacy the scrutiny function is afforded by the law.	O&S is an integral part of the County Council's democratic decision-making arrangements. Following local elections, HCC provides councillor induction that includes a comprehensive introduction to O&S. Similarly, the role, remit and significance of O&S as part of the wider HCC governance structure is an important element of officer induction and workforce development programmes.
11b	Authorities should take steps to ensure scrutiny has a clear role and focus within the organisation, i.e. a niche within which it can clearly demonstrate it adds value.	Within Part 2, Chapter 5 of the Constitution, the role and remit of the five Select Committees is set out with a clear outline of separate areas of focus.
11b	Authorities should ensure a clear division of responsibilities between the scrutiny function and the audit function. While it is appropriate for scrutiny to pay due regard to the authority's financial position, this will need to happen in the context of the formal audit role. The authority's Section 151 officer should advise scrutiny on how to manage this dynamic.	Within the Constitution, the role of the Select Committees and of the Audit Committee are clearly defined. Select Committees scrutinise the financial aspects of the services within their remit, however, as set out in Part 1, Chapter 7 of the Constitution, the Audit Committee consider reports of the Section 151 officer and can make recommendations to Council regarding the authority's financial management procedures.
11c	Authorities should ensure early and regular discussion takes place between scrutiny and the Executive.	Regular briefing sessions are held with the Executive and generally Select Committee Chairmen and Vice chairmen are invited to contribute to these sessions. Select Committee work programmes and upcoming decisions are monitored closely, and items discussed with both Select Committee chairmen and with the relevant Executive Member/s. The Notice of Key Decisions are published on a monthly basis and distributed to Select Committee members outlining upcoming Executive key decisions.

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		Executive Members also receive a standing invite to attend Select Committee meetings.
11d	All members and officers should consider the role the scrutiny committee plays to be that of a 'critical friend' not a de facto 'opposition'. Scrutiny chairs have a particular role to play in establishing the profile and nature of their committee.	There exists a well-established culture at the County Council in which overview and scrutiny is an integral part of decision making. Proposals are regularly brought before the relevant Select Committee for consideration and review before recommendations are made to the Executive Member.
11e	Authorities, particularly senior officers, should ensure all officers are free to provide impartial advice to scrutiny committees. Of particular importance is the role played by 'statutory officers' – the monitoring officer, the section 151 officer and the head of paid service, and where relevant the statutory scrutiny officer.	The importance of this is recognised at the County Council and embedded within our normal practices. The 'statutory officers', Corporate Management Team and senior officers regularly attend Select Committee meetings as witnesses or to provide impartial guidance to chairmen. Similarly, officers work closely with overview and scrutiny Members outside of formal meetings to provide information and support as necessary.
11g	Authorities should take steps to ensure all Members and officers are made aware of the role the scrutiny committee plays in the organisation, its value and the outcomes it can deliver, the powers it has, its membership and, if appropriate, the identity of those providing officer support.	(See 11a also) All relevant information is available publicly online, including the Constitution (setting out the remit of the Select Committees), membership of each Committee, meeting dates, contact information and previous meeting documentation (agendas, reports, presentations). Democratic and Member Services have delivered training to officers across the Council on managing and working in a political environment, including the role of Select Committees. Following Council elections, the induction process includes an explanation of the role and remit of scrutiny.

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11h	One way in which [authorities can ensure Full Council is informed of Overview and Scrutiny's work is] by reports and recommendations being submitted to full Council rather than solely to the Executive. Scrutiny should decide when it would be appropriate to submit reports for wider debate in this way, taking into account the relevance of reports to full Council business, as well as full Council's capacity to consider and respond in a timely manner. Such reports would supplement the annual report to full Council on scrutiny's activities and raise awareness of ongoing work.	Annual scrutiny report. Annual report of the HASC. The Constitution (Part 3, Chapter 3, Paragraph 1.17.3) enables a Select Committee to refer a matter to Full Council as part of the "call in" process where appropriate. Furthermore, in accordance with Part 3, Chapter 1 Standing Order 18 of the Constitution, the Chairman of a relevant Select Committee may ask for any County Council Motion relevant to the functions of that Select Committee to be considered by the Committee and to make recommendations back to County Council.
11i	Authorities should ensure scrutiny has a profile in the wider community. Consideration should be given to how and when to engage the authority's communications officers, and any other relevant channels, to understand how to get that message across.	Each Select Committee is attended by a representative from the Corporate Communications team who liaises closely with the Chairman to support any community engagement activity.
SECTION 3: RESOURCING		
15-17	Ultimately it is up to each authority to decide on the resource it provides, but every authority should recognise that creating and sustaining an effective scrutiny function requires them to allocate resources to it.	The County Council's approach is to ensure that Select Committees are fully supported by officers from across the Council to ensure that the scrutiny function is effective and produces valuable outcomes. Representatives from across Corporate Services work in partnership with the five Select Committees providing advice and support from: <ul style="list-style-type: none"> • Legal Services • Democratic and Member Services

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		<ul style="list-style-type: none"> • Finance • Corporate Communications <p>Furthermore, departmental support is delivered from the Director, from senior management and from a range of officers from different teams.</p>
18	<p>Combined authorities, upper and single tier authorities are required to designate a statutory scrutiny officer, someone whose role is to:</p> <ul style="list-style-type: none"> • promote the role of the authority's scrutiny committee: • provide support to the scrutiny committee and its members; and • provide support and guidance to members and officers relating to the functions of the scrutiny committee 	<p>The County Council has designated the Director of Transformation and Governance.</p>
SECTION 4: SELECTING COMMITTEE MEMBERS		
24, 28, 32	<p>While there are proportionality requirements that must be met, the selection of the chair and other committee members is for each authority to decide for itself.</p> <p>What an authority must consider when forming a committee is that, as a group, it possesses the requisite expertise, commitment and ability to act impartially to fulfil its functions.</p>	<p>The County Council appoints members to Select Committees on a proportional basis to ensure equal allocation of seats in accordance with the political composition of the Council. The appointment of chairmen and vice chairmen is an appointment that is made by the County Council</p>

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	<p>Authorities should not take into account a member's perceived level of support for or opposition to a particular political party (notwithstanding the wider legal requirement for proportionality).</p>	
25	<p>Authorities are reminded that members of the executive cannot be members of a scrutiny committee. Authorities should take care to ensure that, as a minimum, members holding less formal executive positions, e.g. as Cabinet assistants, do not sit on scrutinising committees looking at portfolios to which those roles relate.</p>	<p>No Executive Members or Members with Assistant to the Executive responsibilities have a role on Select Committees other than to attend to observe proceedings.</p>
25	<p>Authorities should articulate in their constitutions how conflicts of interest, including familial links (see also paragraph 31), between executive and scrutiny responsibilities should be managed, including where members stand down from the executive and move to a scrutiny role, and vice-versa.</p>	<p>Part 3, Chapter 2, Paragraph 2 of the Constitution provides that where an Executive Member is unable to act owing to a conflict of interests, the Leader may depute that decision to another Executive Member, or discharge the responsibility himself. The County Council's Code of Conduct for Members provides an effective mechanism for dealing with conflicts of interests. Members may also seek the advice of the Monitoring Officer in relation to conflicts of interest.</p>
33, 34	<p>Authorities should ensure committee members are offered induction when they take up their role and ongoing training so they can carry out their responsibilities effectively. Authorities should pay attention to the need to ensure committee members are aware of their legal powers, and how to prepare for and ask relevant questions at scrutiny sessions.</p>	<p>Following local elections, the County Council provides a comprehensive councillor induction that includes a thorough introduction to Overview and Scrutiny as part of the County Council's wider governance framework.</p> <p>On a continuing basis, Councillors are supported to attend internal and external training and network events, funded by the Council. The Council also has an established and well received Member Briefing Programme covering a wide range of topics both</p>

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		local and national to keep Members informed and support them in carrying out their scrutiny role.
35, 36	<p>While members and their support officers will often have significant local insight and an understanding of local people and their needs, the provision of outside expertise can be invaluable. There are two principal ways to procure this:</p> <ul style="list-style-type: none"> • Co-option – formal co-option is provided for in legislation. Authorities must establish a co-option scheme to determine how individuals will be co-opted onto committees; and • Technical advisers – depending on the subject matter, independent local experts might exist who can provide advice and assistance in evaluating evidence. 	<p>Co-opted members have roles on two of the five Select Committees, the Children and Young People SC and the Health and Adult Social Care SC. These Co-opted Members represent the views of a certain demographic or organisation. Co-opted members on County Council Select Committees currently represent:</p> <ul style="list-style-type: none"> • District, City and Borough Councils (appointed by the Hampshire and Isle of Wight Local Government Association) • Church of England Diocese • Roman Catholic Diocese • Parent Governor <p>Co-opted members are appointed to provide expertise and input relating to certain topics depending on their experience and background. Select Committee Chairmen may also invite external experts to provide information to the Committee where appropriate.</p>
SECTION 5: POWER TO ACCESS INFORMATION		
40	Scrutiny members should have access to a regularly available source of key information about the management of the authority – particularly on performance, management and risk.	The County Council's Select Committees regularly receive information relevant to the services within their remit whether this is for review, for information, to consider and make recommendations on proposals and to formally scrutinise an Executive decision.

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		On an annual basis, the Policy and Resources SC receives the Shaping Hampshire Performance report which provides an overview of key information about the management of the authority.
41	Officers should speak to scrutiny members to ensure they understand the reasons why information is needed ... While each request for information should be judged on its individual merits, authorities should adopt a default position of sharing the information they hold, on request, with scrutiny committee members.	<p>A procedure to ensure Access to Information operates which enables Select Committee Members to request to review information relevant to matters that they are scrutinising. Each request is reviewed by the Monitoring Officer. In the same way that briefings are held with Chairmen, Directors often hold briefings with Opposition Group Spokespersons to ensure that the same level of information is relayed impartially and to respond to any queries which may arise.</p> <p>Specific information regarding additional access to information for members of Scrutiny Committees is provided and detailed at Part 4, Appendix D, Paragraph 5 of the Constitution (Members' access to information and to County Council documents).</p>
45	Scrutiny members should also consider the need to supplement any authority-held information they receive with information and intelligence that might be available from other sources and should note in particular their statutory powers to access information from certain external organisations.	Select Committees regularly receive information and evidence from external organisations. This is to fulfil statutory requirements to conduct external scrutiny and also in a non-statutory capacity, to consult externally to ensure a wide range of data is available.
SECTION 6: PLANNING WORK		
47, 55	Scrutiny committees need to plan their work programme, i.e. draw up a long-term agenda and consider making it flexible enough to accommodate	Work planning is an integral aspect of Overview and Scrutiny at the County Council and each Select Committee generally follows a timetable of planning stages. For each meeting cycle, these stages include agenda planning, chair briefings and development

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	<p>any urgent, short-term issues that might arise during the year.</p> <p>(For the work programme) the kind of questions a scrutiny committee should consider might include:</p> <ul style="list-style-type: none"> • Do we understand the benefits scrutiny would bring to this issue? • How could we best carry out work on this subject? • What would be the best outcome of this work? • How would this work engage with the activity of the executive and other decision-makers, including partners? 	<p>of the Work Programme. Each Select Committee maintains a detailed Work Programme document which is updated as part of each meeting cycle and takes account of Member requests for agenda items. The Work Programme contains information about the intended purpose of the item, the format that the item will be presented in, key contacts and dates.</p> <p>The Constitution (Part 3, Chapter 3, Paragraph 1.9) provides a mechanism through which any Member of a Scrutiny Committee may request consideration of a matter by the next convenient meeting of the relevant Select Committee.</p>
53	<p>Evidence will need to be gathered to inform the work programming process.</p> <p>A range of partners are likely to have insights that will prove useful:</p> <ul style="list-style-type: none"> • Public sector partners • Voluntary sector partners • Contractors and commissioning partners • In parished areas, town, community and parish councils • Neighbouring principal councils • Cross-authority bodies and organisations, such as Local Enterprise Partnerships • Others with a stake and interest in the local area – large local employers, for example. 	<p>Emphasis on partnership working, particularly as HCC is developing its work with partners and external organisations on a variety of projects and initiatives.</p> <ul style="list-style-type: none"> • HASC regularly scrutinises external partners and works with them to develop resolutions – NHS Trusts, CCG's, Healthwatch. • P&R SC – Local Enterprise Partnerships • ETE SC has strong links with environmental organisations, such as Natural England, and Highways Authority • C&C SC liaises regularly with Town and Parish Councils, community sector groups and voluntary organisations regarding projects in planning and recommending grant funding

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	<ul style="list-style-type: none"> The executive – a principal partner in discussions on the work programme should be the executive (and senior officers). 	<ul style="list-style-type: none"> Representatives from other authorities are appointed to Select Committees to ensure knowledge is shared appropriately. Also have stakeholder representatives appointed to SC's to provide a sector and service user perspective. Working groups conduct site visits and consult with local groups to feedback to the wider Select Committee. This included visits to localities and discussion with service-users and deliverers. In terms of work planning, Councillors bring their detailed knowledge of local concerns to the process. Regular liaison with the Executive as outlined in 11c.
SECTION 7: EVIDENCE SESSION		
59-63	<p>Good preparation is a vital part of conducting effective evidence sessions.</p> <p>Effective planning is [primarily] about setting overall objectives and then considering what type of questions (and the way in which they are asked) can best elicit the information the committee is seeking.</p> <p>Chairs play a vital role in leading discussions on objective-setting and ensuring all members are aware of the specific role each will play during the evidence session.</p> <p>Effective planning should mean that at the end of a session it is relatively straightforward for the chair to draw together themes and highlight the key findings.</p>	<p>Before Select Committee Meetings Chairmen, Vice-Chairmen and officers meeting to discuss objectives for each agenda item to inform lines of enquiry.</p> <p>At the meetings, Chairmen are supported to introduce the item and remind members of the background, context and purpose of the item.</p> <p>At the conclusion of a debate, Chairmen are encouraged to sum up the key themes of the debate and Officers capture these and agreed actions within a resolution.</p>

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64	The development and agreement of recommendations is often an iterative process. When deciding on recommendations, however, members should have due regard to advice received from officers, particularly the Monitoring Officer.	Recommendations are proposed taking account of advice from officers and the Monitoring Officer. Committee have the power to make resolutions which differ from the original recommendations if they wish following the process set out in the Constitution.