



**WOKINGHAM  
BOROUGH COUNCIL**

Supporting scrutiny and Member development

Proposal

March 2021

# Induction Workshops Outline

Delivered via Zoom online

## **Core skills**

### **Advanced skills and techniques**

#### **Scrutiny of key council services**

#### **Analytical and strategic scrutiny**

#### **Shaping scrutiny outcomes and recommendations**

This proposal involves Four Member development seminars for new Members following elections in May 2021 and as a refresh for existing returning Members.

The seminars will help new and existing Councillors to understand of role, function and demands of scrutiny in a strategic context and help Members to acquire the essential understanding, skills, behaviours and participation methods to be effective and productive.

The seminars will cover how effective, organised and prepared use of information and a clear questioning strategy can significantly improve member contributions and overall impact of scrutiny.

These seminars will integrate to explain and teach the various techniques and strategies and how they best fit within given situations or objectives.

Each seminar will be delivered by a CfGS subject specialist.

## **Seminar 1 – Scrutiny Essentials - The strategic role of scrutiny;**

1.5hrs – via Zoom

- Latest guidance and good practice
- Support members to increase their understanding and experience as effective and confident scrutiny practitioners
- To help improve individual member skills in the essential principles of effective scrutiny
- To give scrutiny members an increased understanding of the strategic role and potential impact of scrutiny
- Scrutiny influences and how to use them
- Importance of relationships, behaviours and communication (culture aspects)

- 
- To understand how scrutiny can have significant impact in supporting performance
  - To explore how scrutiny can better add value to policy and practice in the future
  - To ensure the focus of overview and scrutiny and its work programme is balanced and effective – the importance of developing a work programme that is aligned to council priorities
  - Core questioning and listening skills. Developing a questioning strategy

### **Learning outcomes**

At the end of this session Members should have a clear overview and understanding of scrutiny's strategic role in helping to improve and shape council policy and plans through constructive scrutiny and enquiry.

### **Seminar 2 – Chairing and Leading Scrutiny**

1.5hrs via Zoom

To facilitate and deliver a training event to support learning and development of anyone leading and chairing scrutiny committees.

- Support the role of scrutiny within the new government and its priorities
- Understanding the leadership role of the chair
- How Chairs and Vice Chairs can set the cultural norms and expectations of the scrutiny committee to drive objective enquiry and quality outputs
- Support members to increase their understanding and experience as effective and confident scrutiny practitioners
- To help individual member to learn for latest best practice and skills in leadership of scrutiny skills
- Support scrutiny committee chairs, vice chairs (and potential future chairs) in developing and strengthening chairing skills
- To understand the role of the chair and their vital role in scrutiny effectiveness
- To understand why leadership is as important as chairing
- Prioritising and objective setting

- 
- Building focused and effective work programmes
  - Pre-scrutiny, review-scrutiny and agile-scrutiny
  - Build teams, avoiding randomness in scrutiny
  - Preparing and planning
  - Developing key lines of enquiry
  - Use of evidence, insight and witnesses
  - Techniques to gain broadest member engagement
  - Effective and efficient meeting management
  - The role of committee chairs outside the meeting
  - Managing and measuring your committee's performance

### **Learning outcomes**

At the end of this session Chairs and Vice Chairs should have a clear understanding of their role in getting the best out of their committee through clear leadership and inclusive chairing. They should also know their role beyond the committee in developing strong relationships, advocating for scrutiny and being active in the setting of agendas and work programmes

### **Seminar 3 – Scrutiny of Adult Social Care – and relationship to Health Scrutiny**

1.5hrs via Zoom

To explore the council's service provision of adult social care and safeguarding responsibilities in relation to overview and scrutiny including:

- Exploring effective scrutiny of key social care pressures and demands
- Partner organisations and scrutiny – Health & Wellbeing Board and ICS
- Working with Health Scrutiny and potential overlaps or joint working
- Improving quality through challenge and scrutiny
- The framework for adult safeguarding
- Scrutiny and reassurance
- Risk and scrutiny
- Accountability – who is held to account
- To identify the role and purpose of overview and scrutiny in relation to adult social care and safeguarding

- 
- To identify sources of data and information to assist scrutiny of adult care
  - To consider a range of effective questions and lines of enquiry for scrutiny of care and safeguarding
  - To share knowledge and experience from scrutiny reviews of local safeguarding

### **Learning outcomes**

At the end of this session Members should have a clear understanding of their role in ensuring that Adult Social Care services are effective and to be more able to (a) identify sources of data and information to assist scrutiny (b) consider a range of effective questions and lines of enquiry for scrutiny of these services and (c) to understand the overlapping areas of Health Scrutiny, HWB and how scrutiny must take a wide strategic view.

### **Seminar 4 – Scrutiny of Children’s services and safeguarding**

To identify the role and purpose of overview and scrutiny in relation to children’s services and safeguarding

Help scrutiny Members to:

Identify sources of data and information to assist scrutiny

Consider a range of effective questions and lines of enquiry for scrutiny

Explore ways to overcome any barriers to effective reviews

The session will look into the council’s children’s services and safeguarding responsibilities in relation to overview and scrutiny including:

- Understanding the diverse landscape of children’s services and the role of scrutiny
- How scrutiny supports the shaping and improving of children’s services
- General safeguarding
- Links with Health and Health partners
- Child protection and safeguarding
- Early intervention
- Looked after children
- SEND

- 
- Children in need
  - Commissioning services

### **Learning outcomes**

At the end of this session Members should have a clear understanding of their role in ensuring that Children and Family Services are effective and to be more able to (a) identify sources of data and information to assist scrutiny (b) consider a range of effective questions and lines of enquiry for scrutiny of these services and (c) to understand the relationships with key partner agencies, health services and children's health service providers.

### **CfGS Delivery Team**

The training modules will be delivered by an experience and specialist team:

1. Scrutiny Essentials – Ian Parry & Kate Grigg
2. Chairing & Leading Scrutiny – Ian Parry
3. Social Care & Health – Paul Cutler
4. Children's Services – Paul Cutler

### **Team biographical details**

#### **Ian Parry – CfGS Head of Consultancy**

Ian leads on CfGS local government consultancy, training and development. He delivers many of CfGS national training events and leads the Centre's Scrutiny Improvement Reviews, working councils to get the most from scrutiny.

He was formerly the Deputy Leader of Staffordshire County Council, a position he held for seven years. His public sector experience also includes chairing a scrutiny committee. serving on a district council, Police Authority, Fire Authority and Chair of a high school governing body. He is a former member of the LGA Children and Young People Board and is a LGA peer mentor.

Ian has specialised in local government finance, strategy and change and has led major transformation programmes in a large local authority. He has also worked extensively in the social care and health sector and has helped to drive several initiatives to improve social care and health integration and restructuring of care services. He holds a degree in business and marketing and an MBA.

---

## **Kate Grigg – CfGS Senior Research Officer**

Kate is the CfGS Senior Research Officer with a background in sociology and researching different local governance arrangements in Europe.

Kate works across the CfGS research programme supporting projects in local government and the corporate sector, and facilitating the combined authorities governance network.

Kate has led Scrutiny Improvement Reviews for several councils and has developed and delivered Member training, particularly in the online context, for scrutiny councillors and Chairs.

Kate's research activity at CfGS has focused on local government structure, effective scrutiny, political culture, governance risk and resilience, climate change and transport.

As part of her master's degree in urban studies she explored different city strategies concerning people and places in Brussels, Vienna, Copenhagen and Madrid. Her past work has involved; investigating 'big data' in 'smart cities' and the consequences for urban citizenship; and analysing local government democratic innovations in the context of economic and political crises.

## **Paul Cutler – CfGS Associate**

Paul leads CfGS programmes on health and social care. He has over 30 years experience providing support and advice to local government and the NHS.

He has held a variety of governance and board roles in the NHS including non-executive directorships and is currently a lay member for a Clinical Commissioning Group. He has been a trustee for several UK charities and has been a member of a management committee for a housing association.

He has written a number of training and facilitation programmes as well as publications providing advice on training, organisational development, participation, health engagement and children's services.

His original professional background is in social work and has provided training and lecturing at a variety of universities to support the development of the profession. He has academic qualifications in sociology, social work, community and international development, management, media and communications. He has professional qualifications in social work and training.

---

## Costs

Seminar 1 – Scrutiny Essentials & questioning skills	Per session
Seminar 2 – Chairing and Leading Scrutiny	Delivered in person on-site
Seminar 3 – Adult Social Care & Health Scrutiny	2.5hrs
Seminar 3 – Children’s Services	£1050 + vat + travel
	Deliver via online
	1.5hrs
	£650 + vat + travel

### About CfGS and delivery

CfGS is the leading national body promoting and supporting excellence in governance and scrutiny. As a charity, our work has a strong track record of influencing policy and practice nationally and locally. CfGS provides training, consultancy and conferences. Crucially we are respected and trusted to provide independent and impartial advice.

**Centre for Governance & Scrutiny Ltd** | 77 Mansell Street | London | E1 8AN

Tel: Ian Parry 07831 510381 (preferred)

Tel: 020 7543 5627 (Main office)

Visit us at [www.CfGS.org.uk](http://www.CfGS.org.uk)

Follow [@CfGScrutiny](https://twitter.com/CfGScrutiny) -

**CfGS** is a registered charity: number 1136243