

# the four principles of good public scrutiny

principle 1: good public scrutiny...

## provides 'critical friend' challenge

to executive policy-makers and decision-makers

understanding the scrutiny role

- clarity of purpose
- constructive, robust and purposeful challenge
- respect for the scrutiny role as a legitimate check on executives
- a constructive working relationship with executive colleagues including external bodies

principle 2: good public scrutiny...

## enables the voice and concerns of the public

and its communities

creating an enabling environment for good public scrutiny

- clear rules of engagement
- work programmes that fit with existing corporate processes
- non-aggressive environment and behaviours to create optimum conditions for investigative evidence-based process

- ensuring an ongoing dialogue with the public, to create an 'accountability relationship'
- representing and engaging diverse communities
- promoting public understanding of the scrutiny role

- 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

principle 3: good public scrutiny...

## is carried out by 'independent minded governors'

who lead and own the scrutiny role

supporting public scrutiny

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

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

- independent and impartial 'non-executives' appointed or elected to ensure the public interest is served
- champions of the value and potential of good scrutiny
- active engagement on the board or in the committee
- constructive working relationship with professional officers and advisers in support of the 'lay' scrutineers

- active engagement of members in a scrutiny role
- ensure adequate public accountability and community leadership
- create conditions for deliberation and consensus building
- independent work programme informed by the public

- deliberative skills and consensus building
- reflect on the process, learn from the experience and innovate
- acknowledges professional support for 'lay' members
- appropriate induction and development

principle 4: good public scrutiny...

## drives improvement

in public services

- promote community well-being and improve the quality of life
- strategic quality assurance
- harness public concern as a lever for addressing wider issues

- strategic review of corporate policies, plans and budgets
- co-ordinate reviews of policy and service performance in line with strategic objectives
- monitor recommendations

- access to timely and accurate performance information
- analysis and interpretation of performance data
- resources and professional support for the collection and presentation of performance information
- clear understanding of the distinction between strategic and operational performance review