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DONCASTER COUNCIL OVERVIEW AND SCRUTINY PARTNERSHIP PROTOCOL

Introduction

1. This Protocol has been developed to provide advice and guidance to those organisations that work in partnership with the Council and may be required or invited to attend meetings of the Council’s Overview and Scrutiny Management Committee (OSMC) or one of its standing or ad hoc Panels. It is expected that this protocol will also be useful for elected Members, officers and partners and provide clarity and guidance on working practices. This protocol shall be subject to regular review to ensure it remains fit for purpose.

What is Overview and Scrutiny?

2. Overview and Scrutiny provides a valuable role for all Councillors who are not part of the local Authority’s Executive (i.e. the Mayor and Cabinet) to contribute to the Council’s decision-making process. Overview and Scrutiny aims to bring about improvements in the delivery of services to the public and support robust governance arrangements by providing checks and balances within the decision making process. The role of Overview and Scrutiny is therefore to:

- **Hold decision makers to account** – this promotes transparency and accountability.
- **Contribute to policy review and development** – allows a wider range of ideas and opinions to feed into new policy and to consider the effectiveness of existing policies.
- **Monitor performance and effective service delivery** – ensuring robust performance management is taking place to drive up standards of service delivery.
- **Undertake External Scrutiny** – review and consider issues that are not undertaken by the Council but have a major impact on the residents of Doncaster.

3. Overview and Scrutiny Councillors serve on thematic Panels which broadly reflect the Local Area Agreement and Sustainable Borough Strategy key themes (Schools Children & Young People, Healthier Communities and Vulnerable People, Economy and Enterprise and Safer, Stronger, and Sustainable Communities Panels) and the Council’s Achieving Excellence theme (OSMC). At the start of the municipal year they agree annual work plans identifying issues they wish to investigate and consider over the course of the year. Although OSMC and the Panels include Councillors from all political groups, Overview and Scrutiny is a non political process with Members putting forward recommendations and suggestions to decision makers based on evidence rather than political views.

Who does this protocol apply to?

4. This protocol has been developed to provide guidance to any organisations working in partnership with the Council who may be requested to engage with the Overview and Scrutiny process.

5. The general characteristics that define the Council’s partners are that:
• The Council works with these organisations to achieve something it could not do alone
• There is a shared vision of the goals and aims and objectives which can only be delivered by working together.
• This may involve a formal legal structure or a less formal agreement
• There may be a long or short-term agreement depending on the goals to deliver specific objectives.

6. Within this wider definition these partners can be seen as “service providers” and could include: arms length management organisations (St Leger Homes), utility companies, private sector organisations through joint ventures or public private finance initiatives. For the purposes of this protocol, the term “partners” refers to all international/national and local agencies or organisations whose activity affects the people who live, work or learn in the borough of Doncaster. This can also include commissioners of services as well as providers e.g. the PCT may commission third sector organisations to undertake work on its behalf to reduce alcohol and substance misuse etc. In this instance Scrutiny may wish to scrutinise their processes as an accountable body as well as the activities of the partner organisation delivering the service. This protocol will provide support and assistance for all organisations deemed as local authority partners. In order to work effectively with the Council all partners are urged to comply with this protocol whether or not they have any legal obligation to do so. To ensure the effective delivery of services to the residents of Doncaster.

Organisations outside the scope of this protocol

7. Other organisations or bodies e.g. private sector companies or individuals not identified as partners or service providers may be requested to provide information or evidence to Scrutiny e.g. local developers etc, however these organisations are covered under the general overview and scrutiny protocol which provides guidance to external witnesses.

Overview and Scrutiny of Partners – Legislative Background

8. Within the original legislation in 2000 that introduced Overview and Scrutiny to local authorities there has always been a remit to consider the activities of organisations external to the Council where this impacts on the residents of the Borough. There was however, no powers for these external organisations to co-operate with Scrutiny. Councils were granted additional powers under the Health and Social Care Act 2001 to scrutinise the provision of local health services. New legislation (the Police and Justice Act 2006 and the Local Government and Public Involvement in Health Act 2007 – (LGPIH Act)) now grants similar powers to local authorities to enable them to scrutinise both crime and disorder matters and the work of Local Strategic Partners (LSPs). These powers are intended to enable the overview and scrutiny function to hold service providers to account for their performance, including their work with a local authority to meet specific local targets.

9. The following paragraphs detail how this protocol is applicable to certain groups of partners:
i. LAA Partners

10. The LGPIH Act 2007 gives Overview and Scrutiny Committees the power to scrutinise those partner who are responsible for the delivery of shared priorities within the Local Area Agreement and are detailed within the LGPIH Act. Whilst these partners are responsible for the delivery of local priorities Overview and Scrutiny has a key role in ensuring effective monitoring of activities is taking place and the relevant action is being put in place to address any identified weaknesses. This legislation requires relevant partners to provide information to Scrutiny but does not require them to attend Overview and Scrutiny meetings. However, in the interests of effective partnership working partners are expected to attend where a reasonable request has been made. It also requires partners to take account of Overview and Scrutiny’s recommendations. A list of organisations who have a duty to co-operate are detailed at Appendix A. This protocol covers activities undertaken by these organisations however, issues relating to NHS and Crime and Disorder bodies who are also LAA partners are accounted for under separate legislation and protocols as there is specific legislation and duties relating to this area.

11. Scrutiny’s Relationship with the LSP

The relationship between Overview and Scrutiny and the local LSP (the DtS board) should be one of mutual respect and understanding. Whilst both bodies work to develop and deliver the Borough’s aims and objectives they carry out distinct roles. Local Strategic Partnerships (LSPs) provide the forum for collectively reviewing and steering public resources, through identifying priorities in Sustainable Community Strategies and LAAs. But (as non-statutory bodies) they are not the ultimate decision makers on such plans. All target-setting, and consequent financial, commissioning, or contractual commitments proposed by LSPs, must be formalised through the relevant local authority, or through one of the other LSP partners (for example, if policing, or health resources are involved). Overview and Scrutiny provides an opportunity to provide constructive challenge to the work of the LSP by allowing democratically elected representatives to hold partners to account. Overview and Scrutiny of the DtS Board will also allow Councillors to carry out their community leadership role by engaging with and influencing key partners.

12. Overview and Scrutiny may request the co-operation of LAA partners who are not included on the list of partners detailed at Appendix A (if this is applicable) or to review and scrutinise activities which do not relate specifically to the delivery of a shared priority. Whilst there is no requirement for partners to co-operate under these circumstances it is hoped these requests can be accommodated to support good working relationships, openness and transparency.

ii. NHS Bodies

13. There are specific legislative guidelines which relate to Health Scrutiny which requires Health Partners to co-operate with the Council under the Health and Social Care Act 2001. These cover a range of activities undertaken by NHS bodies and include specific powers for Overview and Scrutiny (e.g. to refer a matter direct to the Secretary of State). Due to the wide ranging and specific powers relating to health bodies a separate Health protocol has been developed.
iii. Crime and Disorder Partners

14. The Police and Justice Act 2006 provides for an Overview and Scrutiny committee to be established to review or scrutinise decisions or actions taken by specific organisations whose activities relate to crime and disorder. The partners specified in the Act as “responsible authorities” include the Police Force, the Local Authority, Fire and Rescue Authority, Police Authority and Primary Care Trust. A protocol for the scrutiny of crime and disorder reduction will be developed in consultation with the Safer Doncaster Partnership.

iv. Other Partners and service providers

15. This protocol aims to give guidance and clarity to other partner organisations or service providers who are not under an obligation to co-operate with Overview and Scrutiny but can recognise the benefits of constructive engagement with Overview and Scrutiny. As detailed in paragraph 6 above this will also apply to partners who are commissioners of services as well as providers.

**Why do we need an Overview and Scrutiny Partnership Protocol?**

16. In order for the exercise of these new scrutiny powers to be effective, it is vital that all partners and stakeholders are engaged in the process and share a common understanding of Overview and Scrutiny’s aims. This protocol has therefore been developed to embody that understanding and set out the rights and responsibilities that relate to the parties concerned.

17. Scrutiny of organisations external to the Council – whether in the public, private or voluntary and community sector – form a key element of Overview and Scrutiny’s work and is likely to increase in importance as Councils and Councillors develop their community leadership and place shaping role. For Overview and Scrutiny, this includes:

- Involving local people and community organisations in scrutiny activity.
- Developing a dialogue with service providers and other stakeholders outside the council.
- Taking up issues of concern on behalf of local people.
- Reviewing whether goals are being achieved; and
- Examining what can be done to solve problems and enhance performance and achievement.

18. This protocol is based on good practice principles for scrutiny and the standards set out below are intended to be applicable to all scrutiny activities involving partner organisations external to the Council. A list of documents underpinning this protocol is set out at the end of this document.

**Aims and Objectives of Scrutiny**

19. The overall aims of scrutiny in Doncaster are:

- To scrutinise the impact of the Council’s own services and those of key partners and other organisations who provide services for those who live, work, learn or visit Doncaster,
• To improve the general well-being of residents, improve services and help to deliver the aims of Doncaster’s Sustainable Borough Strategy and the Local Area Agreement.
• To undertake the above work in accordance with the relevant legislation governing the operation of overview and scrutiny and with regard to best practice.

Underlying Principles of Scrutiny of Partners

20. The following underlying principles of scrutiny have been identified as assisting, in securing effective outcomes and adding value when Scrutiny of partnerships has taken place.

i. Collaboration

• Improvement in service delivery can best be achieved through partnerships between the Council and other service providers. This shared responsibility should be acknowledged in any scrutiny activity undertaken.

• Increasingly services are provided jointly or as the result of partnerships between the local authority and other public sector organisations or other partners. Scrutiny activities should therefore also reflect shared priorities, find shared solutions and be of mutual benefit.

• While scrutiny should be constructive and challenging, it will only be successful if all partners work together considerately, within a climate of mutual respect and good faith.

• Although collaboration is an underlying principle, Doncaster’s Overview and Scrutiny Panels/Committees are independent of other service providers and partners.

ii. Added Value

• Overview and Scrutiny can contribute to strong governance by supporting the work of partners and the Local Strategic Partnership particularly by:
  i. Providing an independent critical friend challenge to individual partners and the partnership as a whole.
  ii. Supporting strong governance arrangements by publicly holding partners to account
  iii. Providing a lay persons/non expert perspective on complex issues
  iv. Representing the voice of the public and communities provided for by the democratic mandate of Councillors to help inform and assist the partnership in its activities.

• It is vital that scrutiny brings something new to reviews of local service provision and does not duplicate the many other forms of performance management and inspection that exist for public service providers.

• Scrutiny activities should make a distinct and positive impact and only be carried out where objective review by elected lay representatives will help progress to be made. Scrutiny activities should have a clear purpose. There
should be a focus on improving services for and improving the well-being of those who live and work in Doncaster. The scrutiny process should be proactive in seeking out issues to examine that will add most value.

- Scrutiny should be prepared to examine issues that cross service or agency boundaries and make appropriate recommendations to tackle such issues, while being mindful of their potential implications for external organisations.

- Scrutiny should aim to develop feasible recommendations providing value for money by securing benefits that outweigh the costs of implementation.

iii. Clarity

- Scrutiny should be a transparent process and encourage an open and honest discussion.
- Scrutiny activities should be well planned and timely.
- Scrutiny of particular issues should be time-limited.
- Processes and reports should be clear and accessible to the public.

iv. Knowledge

- Scrutiny reports and recommendations must be evidence-based in order to provide credible suggestions and conclusions to decision makers.
- Although members of scrutiny reviews will want to be informed, and training should be provided where appropriate, the scrutiny process is not meant to be an “expert” review.
- The scrutiny process should also be impartial, in the sense that it should be driven by the evidence rather than by a particular standpoint.

v. Accessibility

- It is a fundamental role for the scrutiny process to ensure that there is full and equal access to the democratic process through public involvement and engagement. The views and ideas of service users (and non-users), service providers and organisations and other agencies with an interest in the subject under review are all valuable in effective scrutiny.
- Scrutiny should involve all stakeholders and take account of views of service users and the public, with particular efforts to engage groups that are harder to reach.
- Constructive engagement and clear lines of communication should enable a two-way flow of information between scrutiny and all those involved, including feedback of results.

Providing information to scrutiny

21. Overview and scrutiny will respect the requirements and provisions of the Data Protection Act 1998. The provision of information to scrutiny will be governed by relevant legislation and established protocols for the sharing of data. For example, under the Police and Justice Act 2006 (c. 48), Schedule 9 Amendments to the Crime and Disorder Act 1998, 5 (4), the provision to overview and scrutiny panels of personal data (within the meaning of the Data Protection Act 1998) is excluded; and under the Local Authority (Overview and Scrutiny Committees Health Scrutiny
Functions) Regulations 2002, Statutory Instrument No.3048 (2002), so is the provision of confidential information which relates to and identifies a living individual.

22. Where requests for information are made by Scrutiny they will be made in writing. The request will clearly identify why the information is needed and what it is to be used for to enable the partner to identify the appropriate information to be provided. However information will not be provided where:
   - the information was provided by another person and provision of that information to Overview and Scrutiny would constitute a breach of confidence
   - the disclosure would prejudice the exercise of functions of the relevant partner or individual.
   - Disclosure is prohibited by or under any enactment.
   - Personal information unless this is permitted under the Data Protection Act 1998.

23. Where personal or exempt information is requested to allow Scrutiny to effectively undertake its function and there is likely to be a breach the information may be depersonalised so that the individual cannot be identified and no breach takes place.

24. To facilitate the scrutiny process, relevant information will be pro-actively provided and requests for information promptly dealt with. Overview and Scrutiny will also take account of the impact on partners when making requests for information particularly as data or information may already be available or have already been considered by Overview and Scrutiny. OSMC and the Panels should ensure their activities are adequately planned to avoid making duplicate requests to partners.

25. Where information requested is readily available and routinely collected, it will be provided within two weeks of receipt of the request otherwise Overview and Scrutiny will provide a minimum notice of 28 days for information that may be required.

26. There may however be occasions where less notice is given due to urgent or unforeseen circumstances. In this instance each request should be looked at on an individual basis as to whether it is reasonable to provide this information within the required timescale. The emphasis will always be on seeking to provide information wherever this is possible.

Notice of required attendance at scrutiny meetings and/or submission of written reports

27. Forward planning of OSMC and Scrutiny Panels’ work programmes will normally ensure the provision of reasonable notice of requests for information/ the submission of written reports and/or required attendance of partners’ personnel at meetings. The Act does not stipulate that LAA partners have to attend Scrutiny meetings however, in the interest of openness and transparency and to comply with the spirit of the Act Overview and Scrutiny would expect partners to attend when requested. Normally a minimum of 28 days notice or one calendar month will be given to partners to attend Scrutiny meetings.

28. All requests will contain a clear explanation setting out what is required and will be accompanied by information about the purpose and nature of the scrutiny. Advice from participating organisations will be taken by the Overview and Scrutiny Management Committee and Scrutiny Panels as to who is best placed to attend on their behalf in view of the issue to be scrutinised.
29. While some organisations (such as local NHS bodies under the Health & Social Care Act 2001, those deemed to be ‘responsible authorities’ under the Police and Justice Act 2006 and partners with a duty to co-operate under the Local Government and Public Involvement In Health Act 2007) are required by legislation to attend scrutiny meetings if summoned, it is hoped that other organisations not under such obligation will be willing to engage constructively with scrutiny and attend when requested to do so.

**Format, sign-off and final deadlines for written reports**

30. Doncaster Council’s standard scrutiny report format should be used for all written reports to the OSMC and the Scrutiny Panels, advice and assistance will be provided by a Scrutiny officer whenever a report is being requested.

31. All reports to the Overview and Scrutiny Management Committee/Scrutiny Panels must be submitted, in the first instance, to the relevant Scrutiny Officer by the deadline stated to meet the requirements of Access to Information legislation and the Council’s internal quality control process.

32. The report will be considered by the Council’s Corporate Management Team (CMT) Scrutiny lead who will arrange internal sign-off of the covering report. This may include the addition of information on any legal, financial or other significant implications of the report for Doncaster Council, which may be of relevance to the OSMC/Scrutiny Panel. A template for reports to Overview and Scrutiny is contained at Appendix B.

**Availability of meeting papers**

33. Papers for meetings of the Overview and Scrutiny Committee and Scrutiny Panels will be sent by the Democratic Services Team to the appropriate partner and scrutiny lead officer and also to those who are providing reports and/or making presentations at each particular meeting. Papers are dispatched so as to allow at least 5 full working days between dispatch and the scrutiny meeting, in order to meet the requirements of Access to Information legislation and enable interested parties to read the documents. Meeting papers can also be viewed on the Council’s website at http://www.doncaster.gov.uk/about/chamber/default.asp?Nav=CommList

34. Arrangements will be made with partners to ensure that participating organisations/member bodies receive agendas and relevant papers. Any other organisations wishing to receive papers on a regular basis can ask the Democratic Services Team to add them to the distribution list.

**Style and conduct of meetings**

35. Where external organisations are invited to attend scrutiny meetings, the meetings will be conducted in accordance with the principles and procedures set out in the Overview and Scrutiny Procedure Rules and Access to Information Procedure Rules of Doncaster Council’s Constitution. In particular:

- Those attending scrutiny meetings will be given an indication of the likely time they will be asked to participate and the duration of their involvement in the meeting; as far as possible.
- Those assisting a scrutiny panel/OSMC by attending and giving evidence will be treated with respect and courtesy.
Meetings will be conducted fairly and non-aggressively and in a manner that seeks out information, rather than placing blame.

Depending on the style of meeting there may be an opportunity for members of the public to ask questions to the relevant agency. This will be time limited (usually up to 20 minutes) and questions will be directed to the Chair who may refer to attendees for a response. The relevant partner will be informed in advance if this format will be followed.

All members of OSMC/the Panel will be given the opportunity to ask questions of attendees, and to contribute and speak.

Attendees are expected to maintain a positive and objective style of discussion and answer questions honestly and openly;

Everyone who attends meetings is expected to use jargon-free language as far as possible; and

Every person who attends a meeting to give evidence or answer questions shall identify themselves, state the capacity in which they attend and their authority to speak on behalf of any body or organisation and if required declare any personal interest in the business of the meeting.

Attendance by the Press and Public

36. Most overview and scrutiny meetings are ‘open’ and held in public in order to be as transparent as possible, on occasions the Press may also be in attendance. There is provision for meetings or parts of meetings to be held in private, with the press and public excluded, in order to consider exempt or confidential information (as defined by the Local Government Act 1972). Further details can be found in the Council’s Constitution, Part 4 II, Access to Information Procedure Rules. Advice is available from the Democratic Services Team if all or some of the evidence to be submitted to a panel/OSMC might fall into either of these categories.

The involvement of other organisations/groups and members of the public

37. The input of other organisations and groups is recognised as being essential to the success of scrutiny.

38. Where organisations or groups are formally invited, in advance of the relevant Panel meeting, to make a presentation to or ask questions at a Scrutiny meeting, the appropriate partner lead(s) will normally be notified at the earliest opportunity. In any event, formal presentations should normally be indicated on the agenda.

39. Organisations/groups and any other members of the public attending meetings (as either representatives of organisations/groups or as individuals) are not required to provide their questions in advance of the meeting. Scrutiny officers will advise of the areas of questioning or areas for consideration that have been identified by Scrutiny Members in advance of the meeting.

Reports and recommendations

40. Where the OSMC or a Scrutiny Panel makes a written report, including any recommendations, to a partner organisation, the report shall include:

- an explanation of the matter reviewed or scrutinised;
- a summary of the evidence considered;
- a list of the participants involved in the review or scrutiny exercise;
any recommendations on the matter reviewed or scrutinised, will be copied to the Council's Executive (Mayor and Cabinet) or Chair of the relevant Committee.

and will be included with the agenda of the next available Scrutiny meeting

41. The published response provided to a relevant partner authority must exclude any confidential information, and may exclude any relevant exempt information (as defined in the Local Government Act 1972). The OSMC/Scrutiny Panel may replace so much of the document as discloses the information with a summary, which does not disclose that information. The OSMC/Scrutiny Panel must do so if by excluding the information, the published document or the copy provided to the partner authority would be misleading or not reasonably comprehensible.

42. Where appropriate and possible, draft reports will be circulated to the relevant body/bodies with an invitation to comment, in writing and to a deadline, on the report's factual accuracy.

43. The report by Scrutiny and any response from the partner will be published and included for consideration at a future meeting of the relevant OSMC/Scrutiny Panel for consideration.

How partners will ‘have regard to’ and/or consider and respond to Overview and Scrutiny reports and recommendations

44. The Local Government and Public Involvement in Health Act 2007 gives the Council's overview and scrutiny function specific new powers to require relevant partners to “have regard to” a scrutiny report or any of its recommendations that relate to a local improvement target which is specified in Doncaster’s Local Area Agreement; and relates to a relevant partner authority.

45. These powers are in addition to powers (under the Health and Social Care Act 2001 and the Police and Justice Act 2006) that already exist requiring consideration of reports and recommendations and a response from health service bodies and the authorities responsible for crime and disorder strategies.

46. However, it is expected that all organisations will, in support of the principles and aims of scrutiny consider and respond in writing to all Overview and Scrutiny reports and recommendations addressed to them, irrespective of whether they are legally obliged to do so explaining how they wish to respond to the recommendations. Representatives from partner organisations may also be asked to attend and respond in person to any recommendations proposed by Overview and Scrutiny.

47. Partner organisations receiving reports and recommendations from the OSMC/Scrutiny Panels are requested to respond within a period laid down by the Scrutiny Panel, which will generally be within one month of receiving the recommendations. Responses from partners will be published at the next available Scrutiny meeting unless the response contains information of an exempt or confidential matter.
Resolving disputes about the protocol

48. If a partner or external organisation believes that this protocol is not being adhered to, the issue should be referred to the Overview and Scrutiny Management Committee for consideration and decision.

Review of protocol

49. This protocol will be reviewed on an annual basis or more frequently if experience and circumstances highlight that amendments may need to be made.

Availability of support

50. Further advice or information on any aspect of this protocol or on Overview and Scrutiny at Doncaster Council is available from the Scrutiny Team, Legal and Democratic Services, Directorate of Resources, Doncaster Council, 2 priory Place, Doncaster, Telephone: 01302 734354

Background documents

The following documents underpin this protocol:

- Local Government Act 2000
- Health and Social Care Act 2001
- Local Authority (Overview and Scrutiny Committees Health Scrutiny Functions)
- Local Government Act 2003
- Police and Justice Act 2006
- Doncaster Council’s Constitution
- Overview and Scrutiny Protocols
- Data Protection Act 1998

GLOSSARY

Achieving Excellence - internal improvement priorities identified by the Council to ensure it has the capacity to lead the delivery of the LAA, through community leadership and partnership working, with a focus on excellence in service delivery.

Corporate Management Team – The Managing Director and Directors who provide the managerial leadership of the Council, supporting the Mayor and the Council to develop and deliver plans and strategies.

Local Area Agreement - is the delivery plan for the long-term priorities in Doncaster’s Sustainable Borough Strategy.

Local Strategic Partnership – In Doncaster this is the DtS Board. This is the forum for a number of key organisations within the Borough to come together to collectively
review and steer public resources through identifying priorities in the Sustainable Borough Strategy and the LAA.

**OSMC –** Overview and Scrutiny Management Committee. This Committee determines the Chair’s, Vice Chairs and membership of then Scrutiny Panels and co-ordinates the activities of the Scrutiny Panels.

**Overview and Scrutiny Protocol** – A document detailing how the Overview and Scrutiny function works at Doncaster Council. Its purpose is to give clarity to all those who may be involved in the Overview and Scrutiny process.

**Shared Priorities** – The LAA sets out 27 Shared Priorities that the Council and its partners have committed to deliver for Doncaster people. The Shared Priorities are spread across the 7 priority themes of the Sustainable Borough Strategy.

**Sustainable Borough Strategy** – is the long term document for improving the quality of life in Doncaster. It includes 7 priority themes which are focussed on achieving the long term vision for Doncaster.

The External Scrutiny Protocol developed by Merton Borough Council has been used as a basis for this document.
List of partner authorities as defined in the 2007 Act

The partner authorities required to co-operate with overview and scrutiny committees are:

- Arts Council of England
- Broads Authority
- District councils in two-tier areas
- English Sports Council
- Environment Agency
- Fire and Rescue Authorities
- Health and Safety Executive
- Historic Buildings and Monuments Commission
- Joint Waste Authorities
- Learning and Skills Council for England
- Local Probation Boards
- Metropolitan County Passenger Transport Authorities
- Museums, Libraries and Archives Council
- National Park Authorities
- Natural England
- NHS Trusts
- NHS Foundation Trusts
- Primary Care Trusts
- Regional Development Agencies
- Transport for London
- Waste Disposal Authorities
- Youth Offending Teams
APPENDIX B

Corporate Report Format

To the Chair and Members of the XXXX COMMITTEE

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BACKGROUND PAPERS

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REPORT AUTHOR & CONTRIBUTORS

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