

STATES OF JERSEY

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SHADOW SCRUTINY: PROPOSED ARRANGEMENTS

**Presented to the States on 7th October 2003
by the Privileges and Procedures Committee**

STATES GREFFE

REPORT

Purpose of this Report

1. In adopting P.79/2003 'Machinery of Government: Establishment of Scrutiny Panels and Public Accounts Committee, the States approved a trial period of 'Shadow Scrutiny' in advance of the introduction the new system. The Privileges and Procedures Committee has carefully considered the practical issues involved in the implementation of Shadow Scrutiny and looked at various options. It now wishes to set out its plans for this first stage in the establishment of the Scrutiny Function in Jersey.

Introduction

2. Scrutiny is considered to be a vital element of Ministerial Government by holding the Executive to account. During the P.79/2003 debate, reservations were expressed about how successful such a process would be in practice. It can therefore be expected that the progress and effectiveness of the Shadow Scrutiny process will be keenly followed. It is vital that the process is successful, both in terms of developing an effective process and in ensuring that the concerns expressed in the debate are fully addressed.
3. During the debate, the Committee told members that it was intended that the Shadow Scrutiny process should start "in the autumn [of 2003]". The Committee has carefully considered the arrangements which need to be put in place to ensure the efficient introduction of Shadow Scrutiny. In practice, it is likely that the rest of 2003 will be taken up with identifying interested members, appointing support staff, initial training – including an induction programme for both members and staff, devising guidelines for interacting with departments and others, and liaising with departments to ensure that they are as prepared as possible for what might be required of them.
4. The Shadow Scrutiny arrangements, as set out in the Proposition (j), requires the Privileges and Procedures Committee to establish "*two Shadow [Scrutiny] Panels... in advance of the introduction of the ministerial system of government, once appropriate resources have been identified, and to request all Committees of the States to provide the fullest support and co-operation to the Shadow Panels to enable them to operate effectively*".
5. The Report accompanying the Proposition describes the purposes of Shadow Scrutiny (paragraph 28.3) as –
 - creating opportunities for training both members and officers – in particular developing new skills;
 - including a wide range of members in the Shadow Scrutiny process;
 - providing a learning experience for officers supporting the Panels.
6. It is suggested that these purposes can be extended to also include –
 - developing the practical arrangements for a system of Scrutiny appropriate for Jersey. This will include introducing a programme that will incorporate all elements of the Scrutiny process i.e. –
 - ⇒ present and future policy,
 - ⇒ individual subject areas/reviews (including matters of public interest),
 - ⇒ ministerial decisions,
 - ⇒ draft/subordinate legislation;

- developing guidelines governing the Scrutiny Process. This would include setting out the responsibilities of the chairman, members and officers; rules for engagement with departments and the public;
- assessing the resource requirements for Scrutiny in more detail in light of the experience provided by the Shadow process;
- developing awareness of the Scrutiny function.

Role of the Privileges and Procedures Committee

7. It is important that the work of the Scrutiny process – both shadow and real – is seen to be independent of States Committees/Ministries. The Privileges and Procedures Committee is responsible for agreeing and implementing the framework within which the process will operate e.g. developing guidelines, ensuring adequate resources, monitoring effectiveness etc. The programme of work for the Shadow process will be for the Panels themselves to decide, although this will need to be within a framework of delivering the objectives of the Shadow process, which is essentially a training exercise.
8. It is important that the experiences and lessons of the Shadow process are used to improve Scrutiny proper. **To meet this purpose, at the end of 2004 and before the introduction of Ministerial government, the Privileges and Procedures Committee intends to consult formally with the Shadow Scrutiny Panels and report to the States on –**
 - **the effectiveness of the Shadow Scrutiny process, and**
 - **the formal arrangements for Scrutiny in its live context.**

Appointment of Shadow Scrutiny Panels

9. The selection and appointment of the membership of the Shadow Scrutiny Panels – in particular the Chairmen of the Panels – will be crucial in ensuring the success of the process. It is also crucial that appointments are open and transparent. Members should understand that the Shadow process is an opportunity to improve their skills and expertise, which will help to ensure the success of ministerial government by holding the Executive to account through a rigorous, orderly, fair and transparent Scrutiny framework.
10. **The Privileges and Procedures Committee has decided to write to all members inviting them to declare an interest in participating in the process by serving on a Shadow Scrutiny Panel.**

Appointment of the Chairmen of Shadow Scrutiny Panels

11. P.79/2003 provides for the Chairman of each Scrutiny Panel to be appointed by the States. We suggest that this would also be appropriate for Shadow Scrutiny Panels. States members should be asked to nominate 2 Chairmen to lead the 2 Shadow Scrutiny Panels.
12. The Chairmen will be crucial to the success of Shadow Scrutiny. It is therefore vital that the Chairmen understand the purpose of the shadow process. Whilst it is hoped that good Scrutiny work will be produced during the process, the main purpose is to develop the Scrutiny framework, which will include liaising and developing relationships with Departments, Committees of the States, the Public etc. to ensure that, when Ministerial Government is introduced, members and the Executive are well prepared.
13. **States members will be asked to nominate 2 Chairmen for the Scrutiny Panels.**

Appointment of Members of Shadow Scrutiny Panels

14. For Scrutiny Panels, P.79/2003 provides for membership of a Chairman and 4 other members of the States who are not members of the Executive. The Report also states “...it would clearly be inappropriate for members who sit on any of the most ‘major’ Committees to be invited to sit on a Shadow Panel” (P.79/2003 paragraph 28.5).
15. This statement would clearly preclude non-Presidents who currently sit on these Committees and who may have an interest in participating in Shadow Scrutiny. The Committee, however, takes the view that any member can be a member of a Scrutiny Panel so long as they do not participate in any review pertaining to their own Committee. Exceptions to this are the members of the Privileges and Procedures Committee who should not serve on Shadow Scrutiny Panels as they will provide a monitoring role. The States will be asked to decide whether the Presidents of States Committees should also be precluded from serving on Shadow Scrutiny Panels.
16. Should the number of members indicating an interest in participating in the Shadow process exceed the 10 places available, the Committee considers that the solution might be for members to be co-opted onto Shadow Panels for a period of time, or for particular pieces of work, to ensure that all interested members have an opportunity to participate in Shadow Scrutiny. Alternatively, membership could be for a fixed period of, say, 6 months. This option might be preferable as it would ensure that members engage in the process rather than individual subjects. Another option would be the model of the Administrative Appeals system whereby members for a particular review are selected from the list of members who have declared an interest. The Committee will be able to take a firm view on the way forward once the numbers of interested participants are known.
17. **The Committee has approved the following process –**
 - **the list of members wishing to participate in the Shadow Scrutiny process will be presented to the States for approval. The membership of each of the panels will then be nominated by each of the Chairmen. A succession plan will be agreed for any unsuccessful candidates to ensure that they are able to participate in the process at some point and for a minimum period of time;**
 - **all States members, except members of the Privileges and Procedures Committee, should be allowed to participate in Shadow Scrutiny except where there is a review pertaining to their own Committee, when they will be expected to take no part;**
 - **the States will be asked to decide whether the Presidents of States Committees should also be precluded.**

‘Themed’ Scrutiny Panels

18. The Report accompanying P.79/2003 suggests that the Shadow Scrutiny Panels cover a wide range of different Committee responsibilities, such as Social Policy and External Relations. The Committee considers that, for the purposes of the Shadow Scrutiny process, it should not be prescriptive regarding the topics for Shadow Scrutiny. Topics should be selected by the Panels on the basis of what would best deliver the objectives of the Shadow process. It was of the view that the Panels should still adopt a themed approach, where practical, and that the respective Chairmen should co-ordinate their programmes, with the Privileges and Procedures Committee providing a monitoring role to ensure that Panels were not over-ambitious to start with and selected studies of an appropriate size for a training process. The selection process may be assisted by the expected publication of the States Strategic Plan later this year. The guidelines for the Shadow process (see paragraph 27) should ensure that topics are evenly spread so that the work “does not focus on one particular Committee or Department” (P.79/2003 paragraph 28.5).
19. **Therefore, for the purposes of the Shadow Scrutiny process, the 2 Shadow Panels will be allowed to select issues from across the Public Sector.**

Programme selection

20. As the Shadow process is largely a training and development exercise, the programme of work - which is likely to be over at least a 15-month period, but could be as long as 22 months, depending on the implementation date of ministerial government – should be based on delivering those objectives. The Shadow Panels should together agree their respective programmes with the Chairmen leading the process. The Privileges and Procedures Committee should be able to comment on the appropriateness of the programme to ensure that it delivers the objectives. The report acknowledges (P.79/2003 paragraph 28.4) that the Shadow Panels will not possess any powers to require attendance at hearings and that proceedings will not be covered by privilege. The Committee is investigating mechanisms by which the Panels powers might be strengthened.
21. It is important that States Committees and their respective Departments embrace the process. Confrontation during this period is to be avoided. The co-operation of the Policy and Resources Committee and its Chief Executive will be imperative in ensuring the success of the process. The programme of each Panel should include all elements of Scrutiny, i.e. –
- policy;
 - draft legislation;
 - ad-hoc reviews;
 - ministerial/Committee decisions.
22. A modest budget has been allocated for the engagement of consultants to advise the Panels on specialist areas if appropriate.
23. The record of formal meetings – including hearings – and reports produced by the Shadow process should be published on a website set up for the purpose. Reports should be presented to the States.
24. **To ensure that the Shadow Scrutiny process meets its objectives –**
- **the Privileges and Procedures Committee will comment on the appropriateness of the programme selected by the Shadow Scrutiny Panels in delivering the objectives;**
 - **for each piece of work undertaken by a Scrutiny Panel, a review group will be set up to assess the effectiveness of the process and identify problems encountered either by the Panel or by the Department providing information. One meeting should suffice. The review groups will consist of the Panel, the Chief Officer/relevant Senior Managers of the Department/service under review, President and/or members of the responsible States Committee, Scrutiny Officers and Privileges and Procedures Committee Officers;**
 - **reports produced by the Shadow Scrutiny Panels will be presented to the States and published;**
 - **a website will be set up (possibly aligned with the States Assembly website) for the purpose of making the record of formal meetings and hearings publicly available and publishing reports.**

Ministerial/Committee decisions

25. The P.79/2003 report (P.79/2003 paragraph 25.7) stresses that it will be important for all non-Executive members to have full access to the information regarding decisions being taken so that those involved in the Scrutiny function can monitor the actions of the Executive. There must, therefore, be an assumption

that the recording of what will, under the reformed system, be regarded as Ministerial decisions, will form part of the Shadow process. Indeed, it will be a very important part of the development of the system to record future Ministerial decisions. During the Shadow Scrutiny period, decisions will be taken from the minutes of Committees of the States – certainly in the short term until a system of recording decisions is developed.

26. The MOGR Manager and the Senior Executive Officer of the Privileges and Procedures Committee will be visiting Whitehall early in October to investigate how Cabinet decisions are recorded with a view to developing a system for Jersey. This will include issues such as –

- what constitutes a decision;
- how decisions are recorded and in what detail;
- how decisions are communicated/publicised;
- whether issues under consideration are publicised (i.e. pre-decision).

27. **For the Shadow Scrutiny process –**

- **Committee minutes will be used as the basis for scrutinising Committee decisions in the short term.**
- **The Panels will trial any system eventually proposed for the recording of Ministerial decisions.**

Shadow Public Accounts Committee

28. The Privileges and Procedures Committee has already agreed that the States Audit Commission should act as a Shadow Public Accounts Committee.

29. Currently the Commission comprises 8 members– a chairman appointed by the States, a member of the Finance and Economics Committee and 6 ordinary members appointed by the Finance and Economic Committee. At present, there are 2 vacancies on the Commission. It is suggested that the 2 vacancies be filled by the members elected as Chairmen of the Shadow Scrutiny Panels. It is also suggested that the representative of the Finance and Economics Committee be replaced by an independent member who is not a member of a Shadow Scrutiny Panel to shadow the Chairman of the Commission in the short term and act as Chairman in the longer term. The selection of this member is a matter for debate. The Audit Commission has suggested that the Shadow Chairman should be a member who understands audit and accounts. The Committee considers that the member should be chosen by the States in the same way as the other Shadow Chairmen. Any change in the terms of reference of the Audit Commission will require approval by the States. This would have to be undertaken by the Finance and Economics Committee which has responsibility for the Audit Commission.

30. Resources for the Audit Commission are currently provided by the States Treasury through the Chief Internal Auditor. It is suggested that this continue until the appointment of a Controller and Auditor General who will, in the longer term, provide the resources for the Public Accounts Committee. Similarly, the programme for Shadow Public Accounts Committee work will be agreed with the Chief Internal Auditor. The Audit Commission currently has a number of reports in hand in addition to planned reviews. However, to formalise the process and ensure that Scrutiny Officers have the widest possible training, it is suggested that the Shadow Scrutiny Officers provide administrative support along the lines of that currently provided to Committees of the States by the Clerks at the States Greffe e.g. minutes, arrangements for meetings etc.

31. **The Committee has agreed to request the Finance and Economics Committee to –**

- seek to amend the terms of reference for the States Audit Commission which relate to membership to allow the appointment of additional States members to fill the current vacancies and replace the representative of the Finance and Economics Committee with a Shadow Chairman;
- agree that 2 of the vacancies should be filled by the Chairmen of the Shadow Scrutiny Panels.

32. The Committee has also agreed that –

- the Shadow Chairman of the Shadow Public Accounts Committee should be appointed by the States from among those who have indicated an interest in participating in the Shadow Scrutiny process;
- administrative support to the Shadow Public Accounts Committee will be provided by the Shadow Scrutiny Officers.

Protocols/Guidelines

33. Guidelines will need to be developed to set out the framework in which the Scrutiny function will operate. In U.K. central government, such rules are contained in Standing Orders. U.K. Local Authority protocols vary. It is intended that protocols for Jersey will be developed during the Shadow process through liaison with the Shadow Panels, by monitoring the effectiveness of the process and noting feedback from the review groups. However, there needs to be certain guidelines/protocols set down at the outset to ensure that those involved in the process are aware of their respective roles and what can be expected. This will include –
- the roles and responsibilities of the Shadow Scrutiny Panels (including the Shadow Public Accounts Committee);
 - the roles and responsibilities of the Shadow Scrutiny Officers;
 - guidelines for interaction with States Departments and others. For example – how information will be requested from departments, what and how departments will be required to submit information to panels.
34. **It is important that the protocols/guidelines for Shadow Scrutiny are agreed by the States. They will be developed by Privileges and Procedures Committee Officers and presented to the States for agreement at the same time as they are asked to approve the membership of the Shadow Panels.**

Support Staff

35. P.79/2003 provides for 2 Scrutiny Officers per Panel with additional support and research staff. The Shadow Scrutiny Panels should be staffed to a similar level – this will ensure adequate support and that a nucleus of trained Scrutiny staff will be available at the end of the period. It is suggested that each Panel should be supported by 2 staff – a Senior Scrutiny Officer and a Junior Scrutiny Officer. The 2 Panels should themselves be supported by a shared Administrator – a total of 5 staff. A dedicated researcher has not been recommended at this stage as the 2 officers per Panel should be sufficient to also undertake any research required. This would also be part of their development. This nucleus of staff should also be sufficient to provide the administrative function for the Shadow Public Accounts Committee (research and project work for this body will be provided by the Chief Internal Auditor – see paragraph 29). Based on Grade 10/3 for Scrutiny Officers and 6/0 for an Administrator, the staff costs for 2003 (4 months) would be c.£71,000 and c.£213,500 for 2004. The actual costs will depend on the actual grades of the secondees as salaries will have to be paid at their current grade. More senior staff may well be attracted

by the opportunity on the basis of the actual evaluation which will be undertaken nearer the time of Scrutiny proper.

36. Staff should initially be recruited through an open secondment process across the States. Draft job descriptions for Scrutiny Officers have been prepared by the Deputy Greffier of the States (attached at **Appendix A**).
37. P.79/2003 suggests that some of the posts required to staff the Scrutiny function will be released as a result of compensatory savings within the States Greffe. These savings will not be realised until the cessation of the Committee system of government, therefore approval will be required for 5 temporary posts in the meantime.
38. It is suggested that the direct management of the function should be the responsibility of the Greffier of the States. Privileges and Procedures Committee Officers would undertake a close monitoring role to ensure the effectiveness of the arrangements and develop the detailed proposals for the full Scrutiny process based on outcomes.
39. **The Privileges and Procedures Committee has decided to –**
 - **prepare a report to the Finance and Economics Committee recommending the approval of 5 temporary posts to support the Shadow Scrutiny process;**
 - **charge the Greffier of the States with setting up an independent appointments panel to appoint staff to support the Shadow Scrutiny process, possibly involving the States Appointments Commission to ensure transparency.**

Accommodation and equipment

40. The Gallery area of the Old Library situated within the States Building is not currently allocated. This would make an ideal area to base Scrutiny Officers, Scrutiny Panel members requiring desk area for Scrutiny business and the Scrutiny Panels themselves when meeting informally. This would allow informal training and learning together to develop both staff and members. There would be no additional costs to the Privileges and Procedures Committee as the rental is already part of the Committee's responsibility. The costs of equipping this area are estimated at a maximum of £30,000 based on facilities for 15 people. This includes desks, I.T. and other office equipment such as fax and photocopying facilities.
41. It is proposed to hold formal meetings and hearings in the 2 recently re-furnished Committee rooms, also situated in the States Building. There is currently no dedicated budget for furnishing these rooms. The budget allocated for 2003 for Scrutiny has not been utilised, therefore a maximum sum of £60,000 has been allocated for furnishing these rooms to a high standard and in a flexible format that would allow for either meetings and/or hearings with public access. This includes desks that can be configured as a horseshoe, a witness bench and 30 chairs etc. per room. It is estimated that an additional £20,000 (maximum) will be required for audio equipment to record the formal sessions.
42. Long-term accommodation for full Scrutiny will need to be assessed and identified during the Shadow process. The furniture and equipment purchased at this stage could be transferred to any alternative accommodation in the future. Alternatively, the Finance and Economics Committee could be asked for additional funds to furnish these rooms on the basis that they will be used for other States' meetings.
43. **The Committee recommends the use of the Gallery of the Old Library to accommodate Shadow Scrutiny Officers and Panels and, subject to agreement, has approved –**
 - **the allocation of funds to equip and furnish the Gallery of the Old Library;**

- **the allocation of funds to furnish 2 Committee rooms for Shadow Scrutiny use.**

Training

44. After discussion with Frances Taylor, the Scrutiny trainer from Inlogov, and others, it is suggested that training for members and officers should be separate.
45. In the short term (i.e. between now and the end of 2003), separate induction days should be held for –
 - Shadow Scrutiny Panel members;
 - Shadow Scrutiny officers;
 - Chief/senior officers of States departments.
46. This should include a brief overview and introduction to what Scrutiny is and how it relates to the appropriate group being trained, followed by some appropriate skills training. Further skills training can be ongoing throughout 2004 when skills gaps have been assessed through discussion with the Shadow Scrutiny Panel members and Officers. The more generic training of other States members can be ongoing throughout 2004. It is suggested that **ALL** States members be encouraged to undergo such training. It is suggested that training should be as interactive as possible, including videos of good/ bad practice etc.
47. The skills required have been identified as including –
 - for Members –
 - awareness – what is Scrutiny?
 - questioning;
 - researching;
 - chairing meetings;
 - sticking to the subject;
 - connecting with the public;
 - corporate governance;
 - selecting studies;
 - scrutinizing budgets/financial documents;
 - engaging with the public;
 - for Scrutiny Staff –
 - awareness – what is Scrutiny?
 - guidelines;
 - interpersonal skills;
 - researching;
 - drafting terms of reference;
 - report writing;
 - for Chief/Senior Officers –
 - awareness – what is Scrutiny?
 - how to prepare for Scrutiny Hearings;
 - how to prepare information for Scrutiny Panels;
 - how to deal with enquiries from Scrutiny Panels for (a) reviews, (b) queries, and (c) ministerial decisions.
48. Privileges and Procedures Committee Officers are currently liaising with the States Human Resources

Department, which will organise the training, as to how it can be provided and how it will be funded.

49. It is suggested that training for Scrutiny Panels, Scrutiny Officers and members will be funded from the budget allocated for Scrutiny and under the Committee's control. Senior/Chief Officer training will be funded by the States Human Resources Department.
50. There are several options as to how training can be delivered ranging from formal courses provided by experienced trainers in Scrutiny through to facilitation of learning provided either in-house or through the secondment of an experienced Scrutiny Officer from the U.K. and "on-the job" experience.
51. **The Committee has agreed that –**
- **the training programme for Scrutiny Officers should be determined by the States Greffe in liaison with Privileges and Procedures Committee Officers;**
 - **the training programme for Shadow Scrutiny Panels and other members should be determined by Privileges and Procedures Committee Officers in liaison with the States Greffe;**
 - **the training programme for Chief/Senior Officers should be determined by Privileges and Procedures Committee Officers in liaison with the Chief Executive of the States, States Human Resources Department and the States Greffe.**

Budget

52. The budget allocated for the implementation of Scrutiny is £250,000 for both 2003 and 2004 – a total of £500,000. Very little of the budget for 2003 has been spent to date, although it is intended that most of the funds required to set up the Shadow process will be committed before the end of the year. However, it is not expected that all the funds will be able to be committed in compliance with the financial Codes of Direction for year end procedures, although it is likely that all the funds allocated for the 2-year period will be required to fund the process. The Committee has agreed to seek in-principle permission from the Finance and Economics Committee to allow all uncommitted funds currently allocated to Scrutiny to be carried forward for use in 2004.
53. The budget includes –
- accommodation, equipment and other operational costs;
 - the furnishing of the 2 Committee rooms in the States building;
 - training costs for Shadow Scrutiny Panels, other members and staff;
 - support staff costs.
55. **The Committee has agreed to seek in-principle permission for any surplus in the funds allocated for Scrutiny for 2003 to be carried forward to 2004 on the basis that the Shadow process was only approved in July and therefore cannot be implemented until late 2003/early 2004. This will incur the same start-up costs that would have been incurred had the process started earlier in the year.**

Timetable

56. Attached at **Appendix B** is the timetable proposed by the Privileges and Procedures Committee for the implementation of the above. It shows that the actual start date for Shadow Scrutiny as the beginning of January 2004. In practice it is likely that some work will commence before then, but this timetable provides for time to –

- appoint members of Scrutiny Panels;
- appoint support staff;
- prepare guidelines;
- prepare accommodation and equipment;
- undertake induction training.

JOB DESCRIPTION

DEPARTMENT	STATES GREFFE
JOB TITLE	SENIOR SCRUTINY OFFICER
REPORTS TO	GREFFIER OF THE STATES
GRADE	N/A

1. JOB PURPOSE

To provide a professional co-ordinating, support and research service to a Scrutiny Panel under the direction of the Chairman, and to prepare and manage the approved work programme and individual reviews, undertaking research, preparing reports for the Panel and reports relating to the outcomes of reviews.

2. PRINCIPAL ACCOUNTABILITIES

1. To assume overall responsibility for the organisation and delivery of the Scrutiny Panel's work including the preparation of a work programme, reports and other Panel papers, and management of the review and legislation process.
2. To support meetings of the Scrutiny Panel, including effective liaison with the Chairman and other members concerning the Panel's business, setting the agenda, and provision of procedural advice.
3. To undertake research on matters which are under current review and on forward matters included on the work programme, collating information and/or preparing reports, and, in consultation with the Chairman, to obtain appropriate expert advice and research assistance where necessary.
4. To contribute to the development and evaluation of the future scrutiny process under the ministerial system of government, and prepare reports as necessary.
5. To be responsible for the work of the Scrutiny Officer.
6. To manage the Scrutiny Panel budget, in conjunction with the States Greffe Finance Officer.
7. To contribute to the wider development of the Scrutiny function, including advice to colleagues.
8. To prepare law drafting briefs to the Law Draftsman, in consultation with others as necessary, relating to amendments to draft legislation which has been reviewed by the Panel.
9. To liaise with other parliamentary services, States departments and their Chief Executive Officers, the media, pressure groups, stakeholders and other relevant external bodies.

3. DIMENSIONS

Budget –

4. KNOWLEDGE AND SKILL

The postholder will ideally be a graduate, or have a relevant professional qualification or experience. A thorough approach is necessary, with attention to detail, and an ability to research and assimilate large quantities of information and distil them into clear and concise briefing notes or reports. A good knowledge of research methods including analytical, numerical and communications skills is required. Project management and prioritisation skills are necessary, together with an ability to operate to tight timescales while maintaining a high degree of accuracy and effectiveness. The postholder must be a team player - a positive attitude and the proven ability to deliver results are key to this role.

A familiarity with legislation is essential, as an important part of the Scrutiny function is to evaluate draft legislation and legislation in force, having regard to States' and Committee/Ministry policy. The postholder will demonstrate political awareness and shrewdness, in order to be able to assist the Panel in its work in a political environment. The postholder will have a keen interest in performance management issues, and ideally have experience in this area.

Excellent communication skills are also necessary as the postholder will be required to deal diplomatically with a wide cross section of people, including the media. Experience of handling budgets and excellent I.T skills are desirable but training can be given.

SCOPE FOR IMPACT

On 24th September 2001, the States adopted the Machinery of Government: proposed reforms (P.122/2001), which signalled the beginning of the move from a Committee system of government to a ministerial system of government with an independent Scrutiny function. Scrutiny was described in that projet as "embracing three main activities, namely participation in the development of policy, the review of legislation, and the examination of the performance of government".

On 24th July 2003, the States approved the proposed Scrutiny system, and agreed to establish 2 shadow Scrutiny Panels. The postholder will have a unique opportunity to be involved in change and to contribute to the development of the system of Scrutiny as a member of a team which will put in place and fine-tune effective procedures and protocols of the Scrutiny Panel, for example to develop knowledge and handling of legislative procedures, to ensure that the Scrutiny function under ministerial government is appropriate.

JOB DESCRIPTION

DEPARTMENT	STATES GREFFE
JOB TITLE	SCRUTINY OFFICER
REPORTS TO	SENIOR SCRUTINY OFFICER
GRADE	N/A

1. JOB PURPOSE

To provide an efficient and effective support and research service to a Scrutiny Panel under the direction of the Chairman, to undertake individual reviews and associated research, preparing draft reports for the Panel. To oversee and provide a full range of administrative services for Panel meetings and to draft agendas and minutes of the Panel.

2. PRINCIPAL ACCOUNTABILITIES

1. To assist the Senior Scrutiny Officer in the organisation and delivery of the Scrutiny Panel's work.
2. To deputise where appropriate for the Senior Scrutiny Officer, and to support the Senior Scrutiny Officer at meetings, including management meetings, Panel meetings and meetings with relevant external agencies; and to oversee arrangements for meetings and events.
3. To undertake research as required by the Senior Scrutiny Officer or the Panel Chairman.
4. To manage agreed Panel Inquiries, draft Panel reports and papers, and manage the preparation, publication and distribution of Panel reports.
5. To provide accurate procedural advice to Panel members and other States members as required, and to provide general support to Panel members including on visits and case studies.
6. To assist at Panel meetings as required: in particular acting as first point of contact for greeting and organising witnesses and to deal with enquiries from the public.
7. To oversee the administrative arrangements for Panel meetings including the collation and distribution of Panel papers; the internal arrangements for meetings, the handling of witnesses and the distribution of information to relevant departments.
8. To draft Panel agendas, minutes of meetings, Chairman's briefing as required and certain other Panel papers.
9. To process and draft replies to correspondence and ensure effective follow-up procedures.
10. To prepare reports to the Privileges and Procedures Committee and the States on the work of the Scrutiny Panel and the functioning of the Scrutiny system.

3. DIMENSIONS

Budget –

4. KNOWLEDGE AND SKILL

The postholder will ideally be a graduate, or have a relevant professional qualification or experience. A thorough approach is necessary, with attention to detail, and an ability to prepare briefing notes or reports on the basis of research by analytical, numerical and communication methods. An ability to work under pressure is necessary, while maintaining a high degree of accuracy and effectiveness. The postholder must be a team player – a positive attitude and the proven ability to deliver results are key to this role.

The postholder must be prepared to become familiar with legislation, as an important part of the Scrutiny function is to evaluate draft legislation and legislation in force, having regard to States' and Committee/Ministry policy. The postholder should be aware of the political climate, in order to be able to assist the Panel in its work in a political environment. The postholder should have an interest in performance management issues, and be prepared to undertake training in this area.

Excellent communication skills are also necessary as the postholder will be required to deal diplomatically with a wide cross section of people, including the media. Excellent I.T. skills are desirable but training can be given.

SCOPE FOR IMPACT

On 24th September 2001, the States adopted the Machinery of Government: proposed reforms (P.122/2001), which signalled the beginning of the move from a Committee system of government to a ministerial system of government with an independent Scrutiny function. Scrutiny was described in that project as “embracing three main activities, namely participation in the development of policy, the review of legislation, and the examination of the performance of government”.

On 24th July 2003, the States approved the proposed Scrutiny system, and agreed to establish 2 shadow Scrutiny Panels. The postholder will have a unique opportunity to be involved in change and to contribute to the development of the system of Scrutiny as a member of a team which will put in place and fine-tune effective procedures and protocols of the Scrutiny Panel, for example to develop knowledge and handling of legislative procedures, to ensure that the Scrutiny function under ministerial government is appropriate.

