Scrutiny in the spotlight
Resources

June 2014
About this resource

Scrutiny has a pivotal role in promoting improvement, efficiency and collaboration across public services and in holding those responsible for delivering services to account. The role of scrutiny is increasingly important at this time when public services are responding to the challenge of financial constraints, while continuously seeking to improve in response to rising public expectations. Developing effective joint scrutiny arrangements for new, and emerging, collaborations is also a growing priority.

Resources produced before, during and in response to the ‘Scrutiny in the spotlight – investing to maximise its impact’ Conference in November 2013 are gathered together in this document. The resources, including presentations, speeches, video clips, blogs, tool kits and delegate Tweets, reflect the importance being placed on the role of public service scrutiny in Wales during these challenging times.
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This resource is in support of *Good Scrutiny? Good Question!*, the Auditor General for Wales improvement study report on Scrutiny in Local Government.

Importantly the report itself includes many resources, including *Outcomes and characteristics for effective local government overview and scrutiny*, which was developed by the Wales Scrutiny Officers Network, supported by the Centre for Public Scrutiny (CfPS). The characteristics are located in appendix 2 of the report.
Strategic Overview

What is this section about?
The aim of this section is to provide you with an overview of the importance placed on effective scrutiny in Wales; the challenges facing the role of scrutiny, and the need to drive greater consistency.

Who is sharing this information?
The Auditor General for Wales, Minister for Local Government and Government Business, Welsh Government and the Executive Director of Centre for Public Scrutiny. Also included, are video clips from Scrutiny Members who took part in an Auditor General National Study on Scrutiny sharing their key learning points.

The final set of video clips from Chief Officers, Scrutiny Members and Scrutiny Officers in this section highlights the impact scrutiny has had on public services.

How is this information shared?
These themes are included in speech transcripts, blogs written before and after the Scrutiny conference, video clips which provide a summary of key messages and delegate tweets in response to the videos and speeches.
Huw Vaughan Thomas,
Auditor General for Wales

Good morning. The Minister has set out an interesting context for the discussions we will be having today. No one should be in any doubt of the important she and I place on effective public service scrutiny in Wales. As is reflected in the numbers here today.

However, I would challenge the sometimes overly narrow view of scrutiny. The term is often used, within local government, as shorthand - sometimes, for the role of one or more scrutiny committees, sometimes for the system of member scrutiny within an authority. It is right and proper that policy and high-level decision making is rigorously scrutinised through these means. But, scrutiny covers far more than the formal democratic processes, and it is the broader role of scrutiny I wish to cover this morning.

The role of independent review and the function of the National Assembly for Wales and its public accounts committee should not be underestimated in this broader system. Nor should the function of audit committees and scrutiny committees across Wales’ public bodies, be overlooked, nor the work of audit, inspection and regulatory bodies. But, proper monitoring of resources, outcomes and value for money; professional scepticism and the reviews of standards in public life is everyone’s business.

I would argue that everyone involved in the planning and delivering of public services holds some responsibility for scrutiny. This is the broad definition, that I am using in talking with you today.

I wonder if anyone can remember this quote from September last year: “It’s an absolute disgrace that they even thought of it let alone spent public money when everyone else is having to cut back due to the cold wind of recession.”?

Full speech by the Auditor General.
As mentioned in the Auditor General for Wales’ speech, this video shares the experiences of councillors from across Wales as they took part in the Good Scrutiny? Good Question! study. Councillor Linda Matthews, Councillor Elizabeth Evans, Councillor Tom Turner and Councillor Arwel Roberts give their views of the approach their top tips for scrutiny, and discuss what they learnt.

Video of councillors experiences

Huw Vaughan Thomas, the Auditor General for Wales, discusses the key points from his speech and gives his key message from the Scrutiny in the spotlight: Investing to maximise its impact conference, including emphasising the continued development of scrutiny, the role of scrutiny in collaboration, and investment in scrutiny.

Video of Huw Vaughan Thomas
Twitter feed on Auditor General’s Opening Speech

**WLGA tweet**

Auditor General for Wales: ‘cold wind of recession’ means effective scrutiny of public spending is more important than ever. #scrutiny13

**Good Practice Wales tweet**

Audit General @WalesAudit scrutiny plays a vital role in transformative change #scrutiny13

**Alan Morris tweet**

AGW says need to measure impact of scrutiny and provide scrutiny committees with better data. #scrutiny13

**WLGA tweet**

Auditor General: scrutiny is a shared responsibility, the process must remain alive to public interest, standards and concerns. #scrutiny13

**WLGA tweet**

Auditor Gen: failure to install effective scrutiny processes, at all levels, will result in dramatic loss of public confidence. #scrutiny13

**Alan Morris tweet**

Top tips- Ask simple questions. Work closely with officers. Involve the public. #scrutiny13
Lesley Griffiths AM, Minister for Local Government and Government Business

I am extremely pleased to be here today because I believe strongly in the benefits of effective scrutiny.

I can tell by the number of people here I am not the only one who feels this way and I am very encouraged so many fellow elected members and colleagues are keen to learn from best practice and seek out new and innovative approaches to scrutiny.

Strong democracy is the connecting thread running through everything from improving services to ensuring the best use of public money and good governance.

Scrutiny is the heart and soul of effective governance and accountability. It is integral to demonstrating local authorities are open and transparent.

Governance, scrutiny and delivery is one of the themes of the Commission on Public Service Governance and Delivery, so regardless of the findings of the report, strong and effective governance and therefore scrutiny will be at the heart of any proposals.

Scrutiny has always had this role, but in light of the unprecedented financial challenges we all face, this contribution is ever more important. It is right we collectively invest time and resource in scrutiny as an activity which adds value. You might call scrutiny a classic ‘invest to save’ service for the public sector.

The title of this conference, ‘Scrutiny in the spotlight: Investing to Maximise its Impact’ is therefore absolutely timely and pertinent as we all aim to do the best for the people of Wales in these challenging financial times.

Full speech by the Minister.
Collaboration

In his blog, Richard Shearer outlined the context of the Scrutiny in the Spotlight event from a Welsh Government perspective. Richard discusses the importance of collaboration, the role of the Scrutiny Development Fund and how the Local Government Act 2000 is the foundation for scrutiny in Wales:

Is the Spotlight on Scrutiny conference really the first time Scrutiny has taken centre stage? It certainly signals a change in the air. Some would say the aspirations of the Local Government Act 2000 are, after the hard work undertaken to develop scrutiny, ready to take centre-stage; ready to lead improvement in our public services on behalf of the citizen.

There are already many collaborations we can acknowledge are challenging our perceptions of scrutiny; Regional Education Consortia, projects funded by the Regional Collaboration Funds, and the continued development of Local Service Boards and Single Integrated Planning.

The stage is big enough to increase the cast significantly, and build on and develop the existing practices. This means Scrutiny has to be more responsive, ensure appropriate challenge, and deliver effective accountability. This is the new backdrop to public service in Wales, and scrutiny is well placed to deliver.

Full blog post by Richard.
Key message from Lesley Griffiths AM, Minister for Local Government and Government Business

Minister for Local Government Lesley Griffiths AM discusses key messages from the Scrutiny in the spotlight: Investing to maximise its impact conference, the role of scrutiny in debates around investment in public services, and also the importance of equality impact assessments in scrutiny.

Video of Lesley Griffiths AM

Delegate Tweets

Lesley Griffiths tweet

Catherine Howe tweet

Participation Cymru tweet
Jessica Crowe, Executive Director, Centre for Public Scrutiny

Jessica Crowe from the Centre for Public Scrutiny discusses the key points from the Scrutiny in the spotlight: Investing to maximise its impact conference, including the importance of consistency and individual cultures and approaches.

Video of Jessica Crowe
Jessica Crowe is Executive Director of the Centre for Public Scrutiny, an independent charity founded in 2003 to promote better scrutiny and accountability in decision-making across the public sector. The blog describes the event as “a watershed moment in building a new consensus that poor or average standards of scrutiny should no longer be tolerated in Wales.” Jessica also looks at the next steps for scrutiny in Wales, which includes the ‘Characteristics of Effective Scrutiny’ for regulators and politicians.

We’re not in Kansas anymore …..

On 28 November, I heard a local government minister say things like:
“scrutiny is the heart and soul of good governance”
“scrutiny puts the government into local government”
“everyone from the leadership to the front line understands the role and value of scrutiny… these are the necessary conditions for scrutiny to add value”
“scrutiny is the classic invest to save service”

For readers in England, no I hadn’t been spirited away over the rainbow to a mythical land of Oz. The minister concerned was Lesley Griffiths AM, Minister for Local Government and Government Business in Wales, giving the keynote address at a 250-strong conference on scrutiny in Cardiff. As some of you will know, CfPS started delivering a major new programme in Wales earlier this year on behalf of the Welsh government, and we were supporting this conference as part of the programme, along with partners, the Wales Audit Office, Welsh Government, Welsh LGA and Cardiff Business School.

Full blog post by Jessica.
Delegate Tweet

WLGA tweet
Accountability through listening - Lessons learnt from the Mid Staffordshire NHS Foundation Trust Public Inquiry

**Presentation**
Peter Watkin Jones’ presentation on lessons learnt.

**Peter Watkin Jones, Partner, Eversheds**
Peter Watkin Jones discusses how the Francis Inquiry is relevant to Welsh public services, including the importance of openness, transparency and candour.

**Video of Peter Watkin Jones**

**Scrutiny beyond boundaries**
You can also view a video summary of Peter’s key points.
Twitter feed

Elizabeth Evans tweet

Changing culture essential in public services but not in isolation - all service deliverers need to be on board. #Staffordshire #scrutiny13

3:20 PM - 28 Nov 2013

2 favorites

Alan Morris tweet

Mid Staffs too ready to treat bad news as a 'one off' and not consider whether indicative of systemic problems. #scrutiny13

3:23 PM - 28 Nov 2013

Cardiff, United Kingdom

1 retweet

Good Practice WAO tweet

Peter Watkin-Jones talks about the vicious cycle of "pressure, reaction, behaviour, habituation, mediocrity" #scrutiny13 #midstaffs

3:35 PM - 28 Nov 2013

1 retweet
Examples of how scrutiny has made an impact

Cllr Peter Farley, Scrutiny Chair, Monmouthshire County Council

Councillor Peter Farley discusses the key points from the discussion session, including the importance of public engagement through scrutiny, both as a means to improving scrutiny work, and the value of public involvement in the work of scrutiny committees.

Video of Councillor Peter Farley

Dr Helen Paterson, Chief Executive, Wrexham County Borough Council

Helen Paterson from Wrexham County Borough Council discusses the key points from the discussion session, including how the economy committee involved market traders in its scrutiny.

Video of Dr Helen Paterson
Alison Ward, Chief Executive, Torfaen County Borough Council

Alison Ward of Torfaen County Borough Council discusses how the council have improved their scrutiny, moving away from adversarial politics into looking intelligently and in-depth to the council’s work.

Video of Alison Ward

Dave McKenna, Scrutiny Manager, City and Council of Swansea

Dave McKenna from City and County of Swansea discusses how the involvement of young care leavers in some of their scrutiny work led to improved scrutiny and additional benefits for the young people involved.

Video of Dave McKenna
Innovation, regulation and engagement: three new roles for scrutiny?

Dave McKenna, Scrutiny Manager for the City and County of Swansea, looked at the current state of play of local government scrutiny. His blog looked at the changing world of scrutiny, including its role in innovation, regulation and engagement, as well as the role of scrutiny itself.

All grown up and trying to make its way; it feels like local government scrutiny is at a crossroads. The world that scrutiny was born into was very different and scrutiny needs to adapt to the challenging circumstances it finds itself in today. But how should it change? I want to point to three new roles as possible ways to go; these are the innovation, regulation and engagement roles.

Growing Up in a Changing World

The build up to what promises to be a very significant first major scrutiny conference in Wales is a good moment to think about what scrutiny could look like in future. I like the ‘all grown up’ theme, after all, local government scrutiny, born out of the Local Government Act 2000 is now a teenager. But let’s not forget that teenagers are not quite grown up yet; perhaps more independent and responsible in some ways, but not quite fully trusted in others.

Scrutiny has come a long way in 13 years and there are many excellent examples of scrutiny making a difference. However, even if scrutiny has fully matured as a function (and I am not sure that it has) then the fact that today’s world is so different from the one that scrutiny was born into should in any case be a cause for reflection.

Full blog post by Dave.

Presentation

Dave McKenna’s presentation on the impact of scrutiny.
Role of the Networked Councillor in Scrutiny

**What is this section about?**
The aim of this section is for you to gain an appreciation that social media is not just another communication channel. Scrutiny is a perfect place to start to develop a relationship between the networked councillor and the public.

**Who is sharing this information?**
Catherine Howe, CEO Public-I

**How is this information shared?**
This information is shared through a PowerPoint presentation, a blog written after the conference capturing the overview of both workshops; a video clip providing a summary of the key message from the presentation and delegate tweets related in relation to the workshop.

**Presentation**
Catherine Howe’s presentation on the role of the networked Councillor.

**Catherine Howe, Chief Executive Officer, Public-i**

Catherine Howe from Public-i discusses how society is changing based on developments in technology, and what that means for the public service community.

*Video by Catherine Howe*
Role of the Networked Councillor in Scrutiny

Catherine Howe of Public-I blogged about her experiences of the scrutiny conference. Catherine looked at the need for “networked, open, co-productive and digitally native representatives”, and asks how we might design a democratic society for a networked society?

Towards the end of last year I ran a couple of networked Councillor sessions at a brilliantly well organised Scrutiny conference in Wales. One of the things that keeps impressing me when I visit Wales is the very real commitment to learning and exploring best practice that you find within both national and local government and one of the ways in which this conference manifested this was in asking each of the facilitators to contribute a follow up blog post. Here, rather belatedly is mine.

I suppose the first thing to note is the, to my mind at least, incredibly strong link between the thinking behind Networked Councillor and opportunities which the scrutiny function offers to really explore ways of doing things differently. This is additionally true in Wales where the Local Government Act (Wales) of 2011 has further opened up access to the scrutiny function within local government. As a result there is a lot of work being done in Wales to explore ways in which we can better involve the public in the process of accountability.

What I appreciated about the conference - and which has stayed with me - was the emphasis on the need to create a culture of accountability. One of the most powerful sessions for me was on the Mid-Staffs review and the fact that the failings there were as much down to organisational behaviours as they were down to process or data.

Full blog post by Catherine.
Delegate tweets

Dave McKenna tweet

Alan Morris tweet

Dave McKenna tweet

Alan Morris tweet

Dave McKenna tweet
Public Engagement in Scrutiny

What is this section about?
The Welsh Assembly Government has developed a Public Engagement Tool kit which can be adapted to suit the needs of Local Government Members.

Who is sharing this information?
Virginia Hawkins and Kevin Davies, National Assembly for Wales

How is this information shared?
Latest version of tool kit; blogs written before and after the Scrutiny conference; video clips which provide a summary of key message(s) and delegate tweets in response to the workshop and blogs.

Public Engagement in Scrutiny

This blog is about how the National Assembly for Wales encourages greater participation in committee scrutiny. These approaches could be adapted to suit the approaches of local government and other public services in Wales. The blog looks at ensuring we work in ways that suit participants and how the workshop will encourage the sharing of good practice.

On Thursday the 28th of November the National Assembly for Wales are going to be taking part in the Scrutiny in the Spotlight Conference at the Swalec Stadium in Cardiff. Two workshops will be held to discuss the issue of ‘participation in scrutiny’ which will be delivered by Kevin Davies, a member of the Assembly’s Communications department with the remit of encouraging greater participation in committee scrutiny, and Virginia Hawkins who has worked at the Assembly for 10 years, and during that time has been involved in all aspects of scrutiny, from a Clerking, Research and Communications perspective.
The National Assembly has over the past two years changed its approach to Communicating to focus much more on the work that the Assembly is doing at the time, and talking to specific groups of people who are likely to have an interest in the subject matter, acting as a conduit to get more people involved in scrutiny. In doing so we utilise an in-house online toolkit, which outlines the ways in which we can engage with people outside of the traditional methods of contributing to scrutiny at the Assembly, namely writing in or being invited to give evidence.

Full blog post.

**Presentation**
Virginia Hawkins’ presentation on public engagement.
Virginia Hawkins, National Assembly for Wales

Virginia Hawkins from the National Assembly for Wales discusses their work on public engagement, including how a culture and a buy-in is needed for effective work, but that the benefits far outweigh the effort and resources that go into it.

Video by Virginia Hawkins
Kevin Davies reflects on the National Assembly for Wales’ workshop, which looked at the role of public engagement in scrutiny. The blog looks at what they did on the day, how they canvassed opinion for follow-up issues through Twitter, and their public engagement toolkit.

It’s fair to say that both Virginia and I spent a lot of time discussing the way our workshop would run, and could quite easily have come up with enough stuff for an all day session, so drilling it down to an hour long workshop was quite challenging.

We decided that the focus of the workshops should be around the principle of participation in scrutiny, and to share some of our experiences with the audience. We also felt it was very important for people to get a chance to share ideas with each other during the workshop. We agreed that our workshops should be seen as a starting point, and that this blog would be a good way of filling in the gaps, so here goes…

Full blog post by Kevin.
Twitter feed

Palmeriad tweet

Stuart Hodges tweet

Steve Barry tweet
Evidencing the Impact: Getting a return on investment in Scrutiny

**What is this section about?**
This section is about developing your understanding of a ‘Return on Investment’ model of scrutiny which has been developed by the Centre for Public Scrutiny; it also shares why it was developed and where it has been used and provided an example of its impact in tackling health inequalities.

**Who is sharing this information?**
Brenda Cook, Centre for Public Scrutiny

**How is this information shared?**
This information is shared through a PowerPoint presentation, a video clip providing a summary of the key message from the presentation and delegate tweets related in relation to the workshop.

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**Presentation**
Brenda Cook’s presentation on evidencing the impact.

**Brenda Cook, Centre for Public Scrutiny**
Brenda Cook from the Centre for Public Scrutiny discusses how the return of investment model developed by the Centre for Public Scrutiny can be used around health inequalities.

*Video by Brenda Cook*
Twitter feed

Tanwen Haf tweet

Good Practice WAO tweet
Taking the Fear out of Budget Scrutiny

What is this section about?
This section is about gaining a better understanding of the budget scrutiny process and providing you with confidence in questioning, building resilience in to questioning and seeking to understand budget proposals.

Who is sharing this information?
John Dwight, Wales Audit Office and Chris Tidswell, CIPFA

How is this information shared?
This information is shared through a PowerPoint presentation, a blog and video clip providing a summary of the key message from the presentation.

Presentation
John Dwight and Chris Tidswell’s presentation on budget scrutiny.

John Dwight, Wales Audit Office
John Dwight of the Wales Audit Office and Chris Tidswell of the Chartered Institute of Public Finance and Accountancy (CIPFA) discuss the importance of building trust, and that members develop a good understanding of the information they need so that officers can better provide what is needed.

Video by John Dwight
Use of Information/Evidence-based Scrutiny

What is this section about?
You will gain knowledge in identifying the usefulness of data and information contained in reports and equip you to ask relevant questions

Who is sharing this information?
Huw Rees Wales Audit Office and Simon Brown, Clive Phillips, Gerard Kerslake and Huw Davies, Estyn

How is the information shared?
This information is shared through a PowerPoint presentation, a blog written after the conference capturing the workshop overview; a video clip providing a summary of the key message(s) from the presentation and delegate tweets related in relation to the workshop.

Huw Rees from the Wales Audit Office blogged on identifying the usefulness of data and information contained in reports and equip them to ask relevant questions. Huw discussed how scrutiny is facing challenging times and how workshops at the conference will enable idea sharing.

Well over 200 delegates from the Scrutiny Community in Wales will be attending the ‘Scrutiny in the Spotlight’ Conference on 28 November 2013 in Swalec Stadium, Cardiff.

The conference is a collaborative effort between Wales Audit Office, Centre for Public Scrutiny, WLGA, Welsh Government and Cardiff Business School. It makes complete sense for all partners involved in Scrutiny improvement work in Wales to join forces in putting on this highly anticipated event. We, and those delegates attending, all share a common purpose and so this is a unique opportunity for us to come together to benefit from our collective knowledge and experience and to engage in the sharing and learning of ideas and solutions to improve Scrutiny in Wales.

Full blog post by Huw.
Simon Brown, Estyn

Simon Brown from Estyn and Huw Rees from the Wales Audit Office discuss their workshop, which recreated a pre-meeting of scrutiny to give participants the opportunity to look at sample reports, challenge them and use them to ask the right questions.

Video by Simon Brown

Delegate tweets in response to workshop

Bethan Davies tweet

Bethan Davies tweet

Bethan Davies tweet
What is this section about?
This section is about sharing the learning from a recent study on collaborative scrutiny.

Who is sharing this information?
James Downe and Rachel Ashworth, Cardiff Business School and representatives from Prosiect Gwyrdd.

How is this information shared?
This information is shared through a PowerPoint presentation, a blog written after the conference capturing the workshop overview; a video clip providing a summary of the key message(s) from the presentation and delegate tweets related in relation to the workshop.

This resource will share learning from a recent study on collaborative scrutiny and improve understanding of the benefits and challenges of joint working through a case study of Prosiect Gwyrdd.

Presentation
James Downe’s presentation on collaborative scrutiny.

James Downe, Cardiff Business School
James Downe from Cardiff Business School discuss the key points from their workshop, including financial resources and dedicated officer time.

Video by James Downe
Collaborative Scrutiny – Lessons learnt

We caught up with Hazel Ilett, Scrutiny Manager, Monmouthshire CC and Jonathan Jones, Scrutiny Manager Caerphilly CBC following the Spotlight on Scrutiny conference, and they shared their thoughts on Collaborative Scrutiny. They look at the challenges, the need to having somebody dedicated to doing the job, and the importance of trust and developing relationships.

Collaborative scrutiny is complex… and collaborative scrutiny of a highly controversial subject matter – treatment of municipal waste – is even more complex…. little did we know just how complex joint scrutiny could become! We are now told our project is the most significant joint scrutiny project conducted in Wales (and probably England to date), so it’s high time we reflected and shared a few key lessons with those who have an appetite for joint scrutiny….. and of course, hindsight’s a wonderful thing!

The Welsh Government commissioned Cardiff Business School (Centre for Local and Regional Government Research) to deliver a major research brief on developing a culture of collaborative scrutiny in Local Government in Wales.

If you only take one message away from our workshop, it would be this – you can have the perfect formal arrangement and all the protocols in the world and yet joint scrutiny can still flounder at the first stair. Successful joint scrutiny requires a whole lot of personal effort to bring members together informally to develop a real sense of a ‘joint scrutiny identity’. Unless you can nail the ‘joint scrutiny culture’ and all overcome all the political challenges that will throw themselves in front of your path to success, collaborative scrutiny will be a ‘here today, gone tomorrow’ affair.

Full blog post by Hazel and Jonathan.
Delegate tweets in response to workshop

Alan Morris tweet

@AlanMorrisWAO
Collaborative scrutiny workshop - Proseict Gwyrrd, an example of collaborative scrutiny in practice.
#scrutiny13
12:19 PM - 28 Nov 2013
9 Cardiff, United Kingdom

Good Practice WAO tweet

@GoodPracticeWAO
Some good questions on collaborative scrutiny - what happens to your efforts if a local gov reorganisation happens? #scrutiny13
2:45 PM - 28 Nov 2013

Elizabeth Evans tweet

@CllEvans
#scrutiny13 discussed cross council collaborations; strong case for partnership working but never underestimate cultural differences!
1:14 PM - 28 Nov 2013

What might the future hold?

Rebecca David-Knight, Wales Scrutiny Programme Manager for the Centre for Public Scrutiny looks at the importance of active listening in scrutiny. Rebecca explains how the Samaritans workplace training team helped to Centre for Public Scrutiny to examine techniques such as clarification, summary, and careful use of open-questions.

“What are you really saying?” – Achieving effective overview and scrutiny through active listening

The ability to freely question decision makers is a powerful expression of democracy. In many ways the act of questioning those in authority can be said to define and represent overview and scrutiny's challenge role, especially when played out in the public arena.

For many overview and scrutiny committees, however, the aim of questioning is not just challenge for its own sake but as a means to drive improvement in public services and ensure decision making is accountable, inclusive and robust.

Despite a heavy emphasis on the use of questions in scrutiny, I’m not always convinced that sufficient attention is placed on the process of answering. After all, it is a question of give and take and it’s important to strike the right balance. As Mark Twain said, “If we were supposed to talk more than we listen, we would have two tongues and one ear.”

Full blog post by Rebecca.
Tim Gilling, Deputy Executive Director, Centre for Public Scrutiny

Tim Gilling from the Centre for Public Scrutiny discusses how good scrutiny will be vital in the years to come, as it will need to play a strong role in how decisions are made around public service investment.
Other useful resources

Spotlight on Scrutiny Pintrest Board

Is Scrutiny About to Come of Age?
http://goodpracticeexchange.wordpress.com/2013/09/13/is-scrutiny-about-to-come-of-age/

Social Scrutiny
http://goodpracticeexchange.wordpress.com/2013/09/17/social-scrutiny/

Lights, Camera, Action!
http://goodpracticeexchange.wordpress.com/2013/10/02/lights-camera-action/

Reaching Out, Drawing In

Musings of a Twitter Toddler
http://goodpracticeexchange.wordpress.com/2013/11/05/musings-of-a-twitter-toddler/

All along the watchtower – #Scrubtny13
http://goodpracticeexchange.wordpress.com/2013/11/19/all-along-the-watchtower-scrutiny13-2/

Celtic Scrutiny – lessons shared across the Irish Sea
http://goodpracticeexchange.wordpress.com/2013/12/16/celtic-scrutiny-lessons-shared-across-the-irish-sea/

The Year Scrutiny became Social – Scrutiny Conference Social Media Campaign

Scotland’s public sector workforce: Good practice guide

Good Scrutiny? Good Question!
www.wao.gov.uk/publication/good-scrutiny-good-question-auditor-general-wales-improvement-study-scrutiny-local