

PERTH AND KINROSS COUNCIL**Scrutiny Committee****19 April 2017****SEVENTH SCRUTINY REVIEW
“ROLE OF SCRUTINY IN A CHANGING WORLD”****Report by the Convener of the Scrutiny Committee**

This report presents a new guide to Scrutiny at Perth and Kinross Council, produced following the review of the “Role of Scrutiny in a Changing World”. It focusses on our scrutiny activities in preparation for the new Council in 2017. There are three main elements to the guide: the Importance of Scrutiny for all Elected Members; the Work of the Scrutiny Committee; and Conducting a Scrutiny Review.

These elements have now been incorporated into an online toolkit which provides a one stop platform for all Elected Members and Officers. The toolkit also links to a newly created e-learning module which explains how scrutiny works in Perth and Kinross

1. BACKGROUND

- 1.1 The Scrutiny Committee recognise that it is of vital importance to ensure appropriate levels of scrutiny are applied across all Council services, if we are to continue as a high performing council and continue to meet our duties to ensure Best Value.
- 1.2 This is particularly the case when considering the significant challenges which are currently faced in terms of continuing financial pressures; rising demands for services; public service reform; and new statutory obligations relating to health and social care, and community engagement.
- 1.3 The Seventh Scrutiny Review sought to address these emerging challenges by creating a more dynamic approach to scrutiny both within Service Committees and within the Scrutiny Committee, and amongst all Elected Members.

2. THE REVIEW ACTIVITIES

- 2.1 The Scrutiny Review group held four sessions between September to November 2016, and the focus was on the effectiveness of our current scrutiny activities, with respect to both the Scrutiny Committee and more broadly across the scrutiny role for all Members. The findings and recommendations of the Group were encompassed into the document in Appendix 1. The content was agreed by the Scrutiny Review members in January 2017.

- 2.2 Throughout the period of the review the group developed material which could be converted into an online toolkit and e-learning module for Elected Members and Officers. The purpose of this was to ensure that the guide is an engaging and informative tool, which can be updated iteratively as the requirements of the Council develop.

3. PROPOSALS

- 3.1 A briefing session for Members was held on 11 April 2017 where the latest developments with the proposed new toolkit and e-learning module were showcased. Comments and feedback from Members and Officers will now be used to improve the final product.
- 3.2 The content of the toolkit and e-learning modules is contained in Appendix 1 for information and screenshots of the final products are contained in Appendix 2.
- 3.3 It is proposed that these new tools form an integral element of the Elected Member induction in May/June of 2017.

4. CONCLUSION AND RECOMMENDATION

- 4.1 The Scrutiny Committee is asked to approve the contents of the new guide to Scrutiny at Perth and Kinross Council which comprises our online toolkit and e-learning module.

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All Council Services can offer a telephone translation facility.

1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

Strategic Implications	Yes / None
Community Plan / Single Outcome Agreement	Yes
Corporate Plan	Yes
Resource Implications	
Financial	None
Workforce	None
Asset Management (land, property, IST)	None
Assessments	
Equality Impact Assessment	None
Strategic Environmental Assessment	None
Sustainability (community, economic, environmental)	None
Legal and Governance	None
Risk	None
Consultation	
Internal	Yes
External	None
Communication	
Communications Plan	None

1. Strategic Implications

Community Plan / Single Outcome Agreement/Corporate Plan

- 1.1 This report supports the delivery of the Strategic Objectives within Community Plan/ Single Outcome Agreement 2013-23 and Corporate Plan 2013-18.

2. Resource Implications

Financial

- 2.1 Not applicable.

Workforce

- 2.2 Not applicable.

Asset Management (land, property, IT)

- 2.3 Not applicable.

3. Assessments

Equality Impact Assessment

- 3.1 Under the Equality Act 2010, the Council is required to eliminate discrimination, advance equality of opportunity, and foster good relations between equality groups. Carrying out Equality Impact Assessments for plans and policies allows the Council to demonstrate that it is meeting these duties.
- 3.2 This report has been considered under the Corporate Equalities Impact Assessment process (EqIA) with the following outcome:
- Assessed as not relevant for the purposes of EqIA

Strategic Environmental Assessment

- 3.3 The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals. No further action is required as it does not qualify as a PPS as defined by the Act and is therefore exempt.

Sustainability

- 3.4 Under the provisions of the Local Government in Scotland Act 2003 the Council has to discharge its duties in a way which contributes to the achievement of sustainable development. In terms of the Climate Change Act, the Council has a general duty to demonstrate its commitment to sustainability and the community, environmental and economic impacts of its actions.
- 3.5 The information contained within this report has been considered under the Act. However, no action is required as the Act does not apply to the matters presented in this report.

Legal and Governance

- 3.6 Not applicable.

Risk

- 3.7 Not applicable.

4. Consultation

Internal

- 4.1 The Scrutiny Review Group (Scrutiny Committee Members), the Head of Legal Services, the Head of Corporate and Democratic Services, the Head of Community Planning, Strategic Commissioning and Organisational Development have been consulted in the preparation of this report.

External

4.2 No external consultation was required.

5. **Communication**

5.1 Not applicable.

2. **BACKGROUND PAPERS**

There are no background papers for this report.

3. **APPENDICES**

- Appendix 1: “Scrutiny in Perth and Kinross Council” (This document consists of the materials developed through the review process and has been used to create our online toolkit and e-learning module)
- Appendix 2: Extracts from the newly created online toolkit and e-learning module



Appendix 1

Scrutiny in Perth and Kinross

Note:

The content of this document will form the basis of an online Scrutiny Toolkit on Eric and as an interactive eLearning package.

Scrutiny in Perth and Kinross Council

Our local communities want their Elected Members to represent them and ensure that Perth and Kinross Council provides them with the services they need, and to make sure that those services are of the expected standard. Elected Members bring a different perspective to the decision making process; Scrutinising performance and maintaining an overview of issues such as governance and risk management - and this in turn helps make decisions more robust.

It is crucial that all Elected Members understand how scrutiny works and the benefits it can bring.

This document is a guide for Elected Members and Officers to show how scrutiny works at Perth and Kinross Council (PKC). It was prepared following a review by members of the Scrutiny Committee in Autumn/Winter 2016.

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Welcome

Welcome to this toolkit which focuses on the role of scrutiny in Perth and Kinross Council and what it means for you as elected members. Scrutiny is a role and responsibility for all elected members not just those Elected Members who are part of the Scrutiny Committee.

This information is in three main parts:

1. The importance of scrutiny for all elected members
2. The role of the Scrutiny Committee and,
3. Scrutiny Committee options.

1. The Importance of Scrutiny for all Elected Members

Why is scrutiny important?

Effective scrutiny, by all Elected Members, is essential to ensure transparency, accountability and openness in the complex environment in which the Council operates. This results in improved public policies and services. Effective scrutiny can provide assurance that the Council has the correct policies in place, and that these are being properly implemented and if necessary improved. For more information on the [Work of the Scrutiny Committee](#) and [How to conduct a Scrutiny Review](#) please use the links.

"It is important that councillors actively support and contribute to the effective governance of the council itself. For example taking fair and objective decisions and providing constructive scrutiny. The Accounts Commission's Best Value work has shown how difficult it is for councils to make progress where councillors do not support, or may even obstruct their council's governance processes."

"Putting effective scrutiny in place can be particularly difficult in complex partnerships or where there is an uncertain and changing environment A prerequisite for effective scrutiny is that councillors must regularly attend committee or board meetings and actively take part in scrutiny when they do so."

[**Audit Scotland Report: How councils work – Roles and working relationships in councils: are you still getting it right?**](#)

The Council is committed to continuing sound governance arrangements and accountability. It has effective political and managerial structures and processes to govern decision-making and the exercise of authority within the organisation, supported by mature and effective relationships between members and officers. For further information view the [Council's Business Plan – Governance and Accountability](#).

How can scrutiny be effective?

“For scrutiny to be effective it needs to be seen as a ‘critical friend’. It is important to identify where decisions could be improved and how mistakes could be prevented from being made or repeated.” (Local Government Association – Scrutiny for Councillors)

Scrutiny is not about blame or being negative – it is about making positive changes with a focus on forward thinking and the opportunity to improve. This will help to foster positive and constructive relationships between Officers, and Councillors exercising their scrutiny role.

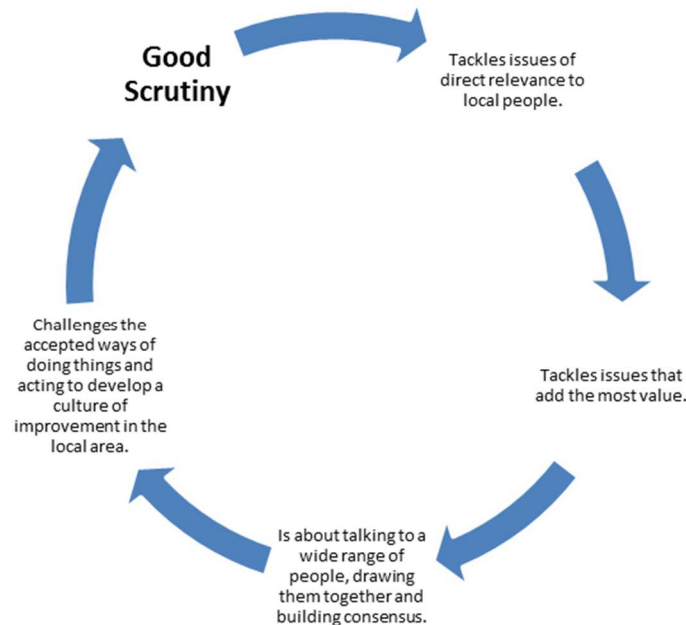
In broad terms, scrutiny questions whether councils are doing the right thing and questions policy proposals and the performance and quality of services. Audit examines the regularity of governance and financial management including how the council has applied its resources to achieve its objectives. Councillors’ involvement in discussion and debate at the start of the decision-making process is an important element of good policy making and effective scrutiny.

Audit Scotland Report: How councils work – Roles and working relationships in councils: are you still getting it right?

All elected members have a responsibility to be involved in the scrutiny process, not just the Scrutiny Committee members. Officers have a vital role to play in supporting the scrutiny process.

What does effective scrutiny look like?

Effective scrutiny focuses on the priorities of local communities and feeds into the priorities of the council and its partners.



The Four Principles of Effective Public Scrutiny

There are four principles of effective public scrutiny. These principles guide our work and run throughout our scrutiny processes. These principles are:

1. To provide a 'critical friend' challenge to Council services as well as to external authorities and agencies.
2. To reflect the voice and concerns of the public and its communities
3. To lead and own the scrutiny process on behalf of the public.
4. To make an impact on the delivery and improvement of public service.

Effective Questioning

"Questioning is a crucial component of the 'critical friend' challenge and an important principle of good public scrutiny. The key to successful questioning is balancing the need to get answers with the need to build strong relationships"
(Local Government Association – Scrutiny for Councillors)

The purpose of effective questioning is to:

- Improve public accountability and to seek best value in relation to the services which are being delivered.

- Establish whether data being presented is valid.
- Seek clarification and further evidence.
- Explore ideas.
- Question assumptions made.
- Challenge facts or opinion.

It is very helpful for Elected Members to know, through research, as much about the subject area as possible before engaging in a question and answer session with officers. Carrying out this preliminary research will assist in:

- developing the type of questions to ask
- when to ask them, and
- who to ask them of

Once the topic has been explored broadly, the use of more targeted questioning around specific points may be appropriate. During this phase of the questioning different types of questions may embellish the understanding and improve the outcome. More information on questioning approaches can be found in The Local Government Association [“Scrutiny for Councillors” workbook](#). (Other sources can be found in the [appendix](#)).

2. The Work of the Scrutiny Committee

The Scrutiny Committee is made up of elected members of the Council and its role ([as detailed in the Scheme of Administration](#)) is to scrutinise the performance of Perth and Kinross Council with regard to:



The Council is involved in a diverse and evolving range of partnerships and collaborative working, including sharing services with other councils, the Health and Social Care Integration Joint Board and local community Action Partnerships. The role of the Scrutiny Committee will develop alongside these evolving partnership arrangements.

What does the Scrutiny Committee do?

A key role of the Scrutiny Committee is to influence the policies and decisions made by the Council and other organisations involved in delivering public services. The Scrutiny Committee gathers evidence on issues affecting local people and makes recommendations based on its findings.

“Effective scrutiny work relies on scrutiny’s ‘soft’ influencing power, as it has no formal power to make changes.” (Local Government Association – Scrutiny for Councillors)

The Committee does not approve policy and does not take decisions about the operation of Council Services.

“The Accounts Commission believes that effective and transparent scrutiny is best achieved where the chair of the scrutiny or audit committee is not a member of the political administration.”

[Audit Scotland Report: How councils work – Roles and working relationships in councils: are you still getting it right?](#)

The Scrutiny Committee members are also involved in setting the work programme for the Scrutiny Committee, bringing forward topics and issues, identifying who they want to hear from to inform their work, what they want to know and how they want information presented.

One of the conditions for effective scrutiny is to build a positive working relationship with those who are the subject of scrutiny’s recommendations. This ensures a much higher chance of scrutiny’s recommendations being implemented.

On an annual basis the Scrutiny Committee considers the [scrutiny universe](#) and the current position. The Committee looks at areas where there may be risks for the Council identified by the Annual Governance Statement, or where there is other evidence to suggest failing performance. The Committee should also consider what other scrutiny audit work is being undertaken at local/national level. The best time for this would be once the Annual Governance Statement has been produced. The Committee then conducts a self-determined programme of reviews of service delivery or policy.

“It is important that scrutiny is seen as impartial and stays separate from party politics.” (Local Government Association – Scrutiny for Councillors)

The challenge for the members of the Committee is to use knowledge and understanding of the needs of local communities to shape the discussions, whilst not acting in a party political manner or using the discussions to further party political objectives.

The Scope of the Scrutiny Committee

The Scrutiny Committee has the following powers:

- Holding decision makers to account.
- Challenging and improving performance.
- Supporting the achievement of value for money.
- Challenging the way things are done.
- Influencing decision makers with evidence based recommendations.
- Establishing evidence and the views of stakeholders, users and the public.
- Calling before the Committee any officer or appropriate Convener/Vice-Convener to answer questions and make recommendations to the relevant Committee.

Roles and Responsibilities

Knowing and understanding the specific roles and responsibilities of those involved in scrutiny is key to ensuring that our scrutiny is effective.

Convener of the Scrutiny Committee

- Provides leadership and direction for the Scrutiny Committee.
- Supports, encourages and engages with all members of the Committee.
- Works with the Vice Convener to manage the Scrutiny Committee work programme including prioritising proposed topics.
- Co-ordinates work with other members of the Scrutiny Committee.
- Develops a constructive 'critical friend' relationship with other Committees.

Members of the Scrutiny Committee

- Participate constructively in the activities of the Committee under the guidance of the Convener.
- Make positive changes and focus on forward thinking by being a critical friend.
- Hold councillors and officers to account in respect of their implementation of Council policy.
- Investigate the quality and performance of services provided by the Council.
- Participate in reviews of Council policies through the scrutiny process to support the achievement of value for money.
- Actively participate in any task agreed by the Scrutiny Committee.

Members of the Public

- Members of the public, including service users, can be invited to assist members in their work by giving evidence and taking part in the discussion and consideration of topics.

Council Officers

- Officers from any Council Service may be called on to provide expert input.

- Officers should be available as required to attend meetings to answer questions and provide explanations.
- Officers support the Scrutiny Committee by providing advice and guidance during meetings and assisting the Committee to undertake its work programme.

External Agencies/ Community Planning Partners

- Representatives of external agencies or partnership organisations can be invited to assist members in their work by giving evidence.

Sources of Information

There are various sources of information which will help the Scrutiny Committee identify the key areas of performance to focus on:

- [Business Management Improvement Plans](#) and the corresponding six monthly performance exception reports
- [Annual Performance Report](#)
- [Corporate Business Plan](#)
- [Community Plan](#)
- [Corporate Plan](#)
- [Single Outcome Agreement](#)
- Corporate Complaints
- Corporate Governance in Perth and Kinross Council
- Risk Strategy
- Monthly EOT Reports
- Annual Governance Statement
- Audit Committee

These resources are available on the Council's website and/or on CHIP/Eric and can be used to best understand the services which are being delivered and to then effectively question relevant officers.

Other sources of information external to Perth and Kinross Council include:

- Audit Scotland - [Perth & Kinross Council: Local Scrutiny Plan 2016/17](#)
- Audit Scotland – [National Scrutiny Plan 2016/17](#)
- [Audit Scotland](#)
- [Improvement Service](#)
- [Culture Perth and Kinross](#)
- [Horsecross](#)
- [Live Active Leisure](#)
- [Integration Joint Board](#)
- [Scottish Public Services Ombudsman](#)
- [Local Government Benchmarking Framework \(LGBF\)](#)
- Legislative changes

Service Performance Reports

Before a performance report goes to the Scrutiny Committee, the report may have already gone through several stages of review and approval:

- Service Management Teams – Service specific scrutiny.
- Executive Officer Team – Corporate scrutiny role.
- Themed Committees – Thematic scrutiny
- Strategic Policy and Resources Committees – Corporate Scrutiny Role.

At each stage the performance information contained within the report should be scrutinised before approval is given to submit the report to the next level of scrutiny.

3. Scrutiny Committee Review Options

Criteria for selecting scrutiny topics

The Scrutiny Committee has the authority *“to review the performance and effectiveness of all of the Council’s work and the standards and level of service provided”*. (Extract from the [Scheme of Administration](#))

In the planning stage of scrutiny, topics for further review are identified; however Elected Members can also [suggest areas for scrutiny](#). There should be clear criteria to select these topics and agenda items, and this should be part of the overall process.

Topics are suitable for scrutiny reviews when:

- Scrutiny has an impact and adds value.
- The topic is of high local importance and reflects the concerns of local people.
- The resources are available that would be required to conduct the review, in terms of capacity and budget.
- It avoids work duplication elsewhere.
- The issue is one that the committee can realistically influence.
- The issue is related to an area where the council, or its involvement in a partnership, is not performing well.
- The issue is relevant to all or large parts of the local area.
- The review would be in the council’s interests.

Topics **are not** suitable for scrutiny when:

- The issue is already being addressed elsewhere.
- Pre-planned change is imminent.
- The topic would be better addressed elsewhere (and will be referred there), such as single Service issues being dealt with by Officers, a referral or a matter for a Service Committee.
- Scrutiny involvement would have limited or no impact upon outcomes.
- The topic may be sub-judice or prejudicial to the council’s interest.
- The topic is too broad to make a review realistic.
- New legislation or guidance relating to the topic is expected imminently.
- The topic area is currently subject to inspection or has recently undergone substantial change.

When defining scrutiny topics – it should be clear:

- What is the issue/activity/project under consideration?
- What is scrutiny being asked to do?
- What are the reasons for/expected benefits of involving scrutiny in the matter?
- Is there a specific deadline for the piece of work?

‘How to suggest a topic for consideration by the Scrutiny Committee’ - Guidance

To suggest a topic any elected member is invited to:

- Contact the Convener of the Committee.
- Indicate why they consider the topic to be relevant to the Scrutiny Committee.
- Indicate which review format they feel is most appropriate for the issue (please see “[Selecting the appropriate review type](#)”).

The Convener should refer proposed topics to the Executive Officer Team (EOT), before going to the Scrutiny Committee for approval. This is to ensure that the EOT:

- Is aware of the proposal.
- Can advise on any other review work which is addressing the issue or where change is already taking place.
- Can comment on capacity and workforce issues to deliver the review.
- Bring issues to the Scrutiny Committee’s attention that may be a factor in the Committee’s decision to proceed.

The Scrutiny Committee should make a decision to proceed or otherwise with the topic. This should be made formally at the Committee meeting. In addition the Committee should consider the most appropriate [review format](#).

What makes a scrutiny review successful?

- It meets the objectives set out by the Scrutiny Committee.
- Feedback from the public shows that they think there has been the service improvement the public desired.
- The work has helped to achieve corporate or partnership priorities.
- There is a return on investment, demonstrating scrutiny’s impact and outcomes in financial terms. There are examples of calculating return on investment in The Local Government Association “[Scrutiny for Councillors](#)” workbook.

Toolkit: Selecting the appropriate review format

Review Type		Evidence gathering Type	Duration	Result	Further action options
Officer attendance at Scrutiny Review Group	Scrutiny Review Group Session	Officer and Elected Member Q&A (informal)	Single event	Committee agree on Officer recommendations	No further action
	Option for smaller working group			Committee seek to investigate further	Officer and Elected Member Q&A at formal Committee
					Report to Committee
					Light review
					Full review
Officer attendance at Scrutiny Committee	Officer and Elected Member Q&A at formal Committee	Single event	Committee agree on Officer recommendations	No further action	
				Committee seek to investigate further	Further Officer and Elected Member Q&A at formal Committee
					Report to Committee
					Light review
					Full review
Officer written report to Committee	Written submission from Officers	As per committee schedule	Committee agree on report recommendations	No further action	
				Committee seek to investigate further	Officer and Elected Member Q&A at formal Committee
					Light review
					Full review
					Light Review
Written submission from Officers	Committee seek to investigate further	Update report to Committee, with recommendations			
Consider reports from external bodies			Referral to full review		
Full Review	Officer and Elected Member Q&A (informal)	As a guide, three or more Sessions of the Scrutiny Review Group	Committee agree on review recommendations	No further action	
	Written submission from Officers			Update report to Committee, with recommendations	
	Consider reports from external bodies		Committee seek to investigate further		

Toolkit - Full Scrutiny Review

	Task	Process
Stage 1	Agree area for review	The scrutiny review process begins with agreeing which area will be reviewed.
Stage 2	Agree terms of reference and define scope of review	<p>The terms of reference sets out the aim and objectives of the review and how the review will be taken forward. The terms of reference includes the following</p> <ul style="list-style-type: none"> • Scope – What will be looked at? What will not? • Objectives/Outcomes • Timescales and frequency of review group sessions • Who will be involved? • Resources required • Methods that will be used
Stage 3	Review existing information	<p>The next stage is to establish what is already known and available about the area being reviewed. This involves asking the following questions:</p> <ul style="list-style-type: none"> • What do we know already? • What gaps are there?
Stage 4	Undertake Research and Consultation	<p>Choosing the right approach to gathering evidence is important to help ensure that information is collected on the right topics, from the right sources and those people who will add value to the scrutiny work are given the opportunity to do so. Some research methods include:</p> <ul style="list-style-type: none"> • Site visits – other Councils, organisations • Survey – by post, phone, website • Focus groups • Workshops • Mystery shopper • Desktop research
Stage 5	Scrutiny Committee	<p>The outcome of the research and consultation stages of the review should be a clear statement about the current state of service delivery and options for improvement. This is achieved through:</p> <ul style="list-style-type: none"> • Examining evidence gathered • Identifying issues arising from other related research • Identification of key messages • Option identification and analysis
Stage 6	Report Findings	<p>At the conclusion of the review, the findings must be reported to the Scrutiny Committee. This report should clearly identify the findings of the review and any recommendations for improvement that have been agreed by the Scrutiny Committee.</p> <p>The Final Report from the review should also be submitted to the relevant themed Committee for consideration of the findings and to allow the committee to respond to the recommendations for improvement.</p>

Toolkit - Light Scrutiny Review

	Task	Process
Stage 1	Agree area for review	The scrutiny review process begins with agreeing which area will be reviewed.
Stage 2	Define the scope of the review	The scope of a “Light Review” should be clearly and succinctly defined. A light review should take no more than three Scrutiny Review Sessions and the output may not need to be a formal committee report. The scope should however be noted so as focus attention on the issue being investigated.
Stage 3	Evidence gathering	The review group should decide what resources should be utilised to gather sufficient evidence. This may included: <ul style="list-style-type: none"> - Reviewing Service BMIPs and other Corporate documentation - Questioning of Council Officers - Taking evidence from members of the public or experts
Stage 4	Evaluate Evidence	The outcome of the research and consultation stages of the review should be a clear statement about the current state of service delivery and options for improvement. This is achieved through: <ul style="list-style-type: none"> • Examining evidence gathered • Identifying arising issues • Make recommendations (this may include expanding the Review to become a Full Scrutiny Review)
Stage 5	Report Findings	The Scrutiny Review Group should consider the most appropriate methodology for reporting the findings but may included <ul style="list-style-type: none"> • Verbal update to Committee • Committee Report

Appendix A

Extract from Scheme of Administration

11. SCRUTINY COMMITTEE

Constitution

11.1 The Scrutiny Committee shall consist of seven members of the Council.

Terms of Reference

11.2 There shall stand referred to the Scrutiny Committee the following:

11.2.1 Continuous Improvement

1. To consider the Best Value Review Implementation Plan

11.2.2 Scrutiny of Service Delivery

1. Without prejudice to the responsibilities or delegated authority of other Committees, to review the performance and effectiveness of all of the Council's work and the standards and level of service provided, particularly in relation to the promotion of equality of opportunity subject to performance reports being submitted to the relevant Committee in the first instance; 2. To commission and receive reports from officers, on any aspect of service delivery and to call before the Committee any officer or appropriate Convener/Vice-Convener to answer questions thereon and make recommendations to the relevant Committee; 3. To undertake an agreed annual programme of reviews on any aspect of service delivery or on any policy or the implementation thereof, and may call before the Committee any officers or members of the Council, expert witnesses or members of the public to give evidence, answer questions or provide written reports, and thereafter to make recommendations to the relevant Committee; 4. To consider trends in reports by both Education Scotland and Education and Children's Services on individual school performance, pre-school partner providers and community learning, including general aspects of education provision, learning and teaching, the curriculum, and care and welfare; 5. To consider trends in reports on inspections carried out by the Care Inspectorate; 6. To consider reports on external inspections of any aspects of the Council's work and the standards and level of service provided, subject to the reports being submitted to the relevant Committee in the first instance.

11.2.3 Scrutiny of Policy

1. To commission and receive reports on any policy to be submitted to or having been approved by the Council and the implementation thereof and may call before the Committee any officer or appropriate Convener/Vice-Convener to answer questions thereon and make recommendations to the relevant Committee; and
2. To consider and report on suggestions from the public for policy review or substantive policy changes.

11.2.4 Corporate Governance

1. To review the adequacy of the arrangements and procedures, policies and practices in operation in relation to corporate governance.

11.2.5 Complaints

1. To review and oversee the operation of the Council's complaints procedures.

11.2.6 Scottish Public Services Ombudsman

1. To consider any report by the Scottish Public Services Ombudsman in respect of any finding of maladministration against the Council.
2. To consider the annual reports of the Scottish Public Services Ombudsman.

11.2.7 Risk Management

1. To review the adequacy of the arrangements and procedures in operation in relation to the assessment and management of risk.

11.2.8 Arts and Cultural Services / Sport and Leisure Services

1. To scrutinise the performance of the organisations providing arts & cultural services and sport & leisure services on behalf of the Council.

Sub-Committees

11.3 The Committee shall appoint the following Sub-Committees:

1. Social Work Complaints Review Committee

Comprising three independent persons, at least one of whom will have experience in social work matters and the conduct of proceedings before a review body or tribunal.

NOTE: Independent persons should not currently be, or have been in the one year prior to being appointed to the Sub-Committee, a member or official of any local authority. Persons who are employed by organisations to which the local authority has delegated any of its social work functions cannot act as independent persons and the spouses of such members, officials or employees are similarly restricted.

Terms of Reference

The function of the Panel shall be to review, at the request of a complainer, the written response made by Social Work Services to any complaint in relation to the Authority's discharge or failure to discharge any of their functions under the Social Work (Scotland) Act 1968 or any other enactment referred to in Section 2(2) of the 1968 Act and to recommend any appropriate action.

Appendix B

Resources for Effective Questioning: There are many online resources for effective questioning, some are listed below:

- [The Power of Good Questions | Thrive in 5 with Tom Adams](#) - Video
- [Questioning Techniques and Skills: How to Ask Better Questions](#) – Mind Tools Video
- [Skills You Need](#)
- [Mind Tools](#)
- [Changing Minds](#)

Extracts from the online toolkit and e-learning module

Scrutiny in Perth & Kinross Council

click on Next to continue

Our local community wants its Elected Members to represent them and ensure that Perth and Kinross Council provides them with the services they need, and to make sure that those services are of the expected standard.

Elected Members bring a different perspective to the decision making process; scrutinising performance and maintaining an overview of issues, such as governance and risk management, and this helps decisions to be more robust. It is crucial that all Members understand how scrutiny works and the benefits it can bring.

click on Next to continue

It is crucial that all Elected Members understand how scrutiny works and the benefits it can bring.

This module is a guide for Elected Members and Officers to show how scrutiny works at Perth and Kinross Council.

It was prepared following a review by Members of the Scrutiny Committee in Autumn/Winter 2016.

Effective scrutiny focuses on the priorities of local communities and feeds into the priorities of the Council and its partners.

Good Scrutiny

- Tackles issues of direct relevance to local people
- Tackles issues that add the most value
- Is about talking to a wide range of people, drawing them together and building consensus.
- Challenges the accepted way of doing things and acts to develop a culture of improvement in the local area.

Why is Scrutiny Important?

Good scrutiny, for all Elected Members, is essential throughout all aspects of local government.

What do you think good scrutiny ensures in the complex environment in which the Council operates?

Type your answers in the boxes.

type your text here

type your text here

type your text here

Select this button to compare your answers

openness

transparency

accountability

This results in improved public policies and services.