

Overview & Scrutiny Committee

Wednesday 12 February 2025

6.30 pm

Ground Floor Meeting Room G02A - 160 Tooley Street, London
SE1 2QH

Supplemental Agenda No.3

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Date: 11 February 2025

Action No.	(Feedback Report Letter - Section)	CfGS Issues identified / Recommendations and suggested enhancements to scrutiny process	Para.	How can this be achieved / Proposed actions	Adopted? (Y/N)	Action by	Action owner	Action due date	Action status	Comments/Updates	Follow up/ongoing action needed
1	Scrutiny has the conditions for success (Feedback Report Letter - Section 1)	Shared working agreement to manage and avoid conflict.	1.3	Agreement reached through discussion between political group whips. Managing the political dynamics of scrutiny	Y	HoS	HoS	29/11/2024	In progress	A cabinet scrutiny protocol has been produced and is currently out for consultation with overview and scrutiny committee, cabinet and CMT. The protocol addresses issues around political dynamics and expected behaviours.	
2		Shared working agreement to manage and avoid conflict.		Agreement included in a protocol		HoS	HoS	29/11/2024	In progress	A cabinet scrutiny protocol has been produced and is currently out for consultation with overview and scrutiny committee, cabinet and CMT. The protocol addresses issues around political dynamics and expected behaviours.	
3	Scrutiny has the conditions for success (Feedback Report Letter - Section 1)	Sharing of internal and external knowledge via internal sources (member/officer experiences both internally and externally) to embed into current practices and approaches.	1.4	Identify individuals who may wish to share their experiences.	Y	HoS	HoS	30/05/2025	To be commenced		
6		Sharing of internal and external knowledge via internal sources (member/officer experiences both internally and externally) to embed into current practices and approaches.	1.4	Creation of feedback forms/questionnaire.	Y	HoS	HoS	30/05/2025	To be commenced		
7		Sharing of internal and external knowledge via internal sources (member/officer experiences both internally and externally) to embed into current practices and approaches.	1.4	Picking up through discussion via internal briefings around role and work of scrutiny.	Y	HoS	HoS	30/05/2025	To be commenced		
8	Scrutiny has the conditions for success (Feedback Report Letter - Section 1)	Challenges at personal and system level (supporting development of new councillors)	1.5	Identify appropriate training and learning and development needs from the outset.	Y	L&D Manager / Group whips / Individual Councillors	L&D Manager	Ongoing	Implemented	Commenced via new member induction programme in May/June 2022.	
9	Scrutiny has the conditions for success (Feedback Report Letter - Section 1)	Challenges at personal and system level (supporting development of new councillors)	1.5	Essential training delivered by scrutiny experts (CfGS).	Y	HoS	Head of Scrutiny / CfGS / L&D Manager		Implemented		
				Training available/undertaken							

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				Introduction to Scrutiny - covered as part of new member induction programme in June 2022		Head of Scrutiny / CfGS	HoS	19/06/2026	Implemented	Previously undertaken in June 2022. Next new member induction programme to take place in May/June 2026	Jun-26
				Key Questioning Skills - December 2023 (subject to member availability)		Head of Scrutiny / CfGS	HoS		To be commenced	Southwark specific Key questioning skills deferred pending assessment of bitesize training delivered on 27 February 2024 - (which was offered to all scrutiny councillors)	
				Individual Scrutiny Chairs Training/Coaching offered to new scrutiny chairs		Head of Scrutiny / Relevant scrutiny chair	HoS		Implemented	Training offered to all new Scrutiny Chairs	
				Chair and Vice-Chair group training (offered to existing chairs and vice-chairs as a group to attain consistent approach to scrutiny)		Head of Scrutiny / OSC and Commission Chair and Vice-Chairs	HoS / CfGS	16/01/2024	Implemented	Training last undertaken on 16 January 2024. Not intended to repeat chairs group training in 2024/25 as only one new chair who will be offered individual chairs training.	
	Scrutiny has the conditions for success (Feedback Report Letter - Section 1)	Challenges at personal and system level (supporting development of new councillors) cont.		Various training offered by CfGS - through London Scrutiny Network (free training).			HoS / CfGS	Various	Implemented	Training made available to all scrutiny members: Finance Scrutiny - 18/12/23; Health and Social Care Scrutiny - 15/01/24; Performance and Risk - 01/2/24; Questioning Skills 27/02/25; Scoping and Managing Scrutiny Reviews - 06/03/24	

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12	Scrutiny has the conditions for success (Feedback Report Letter - Section 1)		1.5	Development through Member learning and development programme.	Y	L&D Manager / Group whips / Individual Councillors	Head of Scrutiny / L&D Manager	Ongoing		The continuous learning and development of members is managed via the member learning and development programme. There is scrutiny specific training and other training that may be beneficial for councillors in undertaking their role as scrutiny members which commences with the new member induction programme, and is ongoing as individual councillors needs are identified. For the purpose of the scrutiny improvement review for which this was originally included, <u>it is now recommended that this action is removed</u> , to enable focus on scrutiny specific related training.	
13	Scrutiny has the conditions for success (Feedback Report Letter - Section 1)	Recommendation 1: Strengthen collaborative relationships between scrutiny, Cabinet and Directors whilst maintaining the independence of scrutiny. Earlier and more systematic involvement of portfolio holders and Directors would enable scrutiny to identify issues, trends, and topics where it can focus for accountability and impact.	1.7	Implementation of a cabinet scrutiny protocol	Y	Chair of OSC/ Lead CM CE MO HoS	HoS	Mar-25	In progress	A cabinet scrutiny protocol has been produced and is currently out for consultation with overview and scrutiny committee, cabinet and CMT.	
14	Scrutiny has the conditions for success (Feedback Report Letter - Section 1)	Recommendation 2: Enable the scrutiny team to take a more strategic role in managing the relationships between different parts of the Council. This offers further opportunities to raise the profile and impact of scrutiny.			Y	CE ACE (DFB) HoS	HoS	May-25	To be commenced	Implementation of the cabinet scrutiny protocol, and underlying actions may provide clarity on how the scrutiny team can take a more strategic role in managing relations between different parts of the Council. Discussion around this will be undertaken following implementation of protocol.	
15	Scrutiny has the conditions for success (Feedback Report Letter - Section 1)	Enhancement: Developing a working agreement between Members and Officers to strengthen collaborative relationships, clarify mutual expectations and manage potential areas of conflict.		Implementation of a cabinet scrutiny protocol	Y	CE ACE (DFB) HoS/HoC Office		Mar-25	In progress	A cabinet scrutiny protocol has been produced and is currently out for consultation with overview and scrutiny committee, cabinet and CMT.	

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16	Scrutiny has the conditions for success (Feedback Report Letter - Section 1)	Enhancement: Using benchmarking and share good practice case studies to promote examples of 'what good scrutiny looks like' to inform reviews and design challenge questions.			Y	Scrutiny Team 2024/25	HoS	30/05/2025	To be commenced		
17	Officer support and organisational culture (Feedback Report Letter - Section 2)	Training and Development support for Officers around the work of scrutiny and the scrutiny function.	2.5	Section included on the 'Source' around the role of scrutiny, including legislative background / references to the constitution.	Y	Scrutiny Team 2024/25	HoS	30/04/2025	To be commenced		
18	Officer support and organisational culture (Feedback Report Letter - Section 2)	Training and Development support for Officers around the work of scrutiny and the scrutiny function.	2.5	Briefings undertaken at Departmental Management Team meetings explaining the function and providing opportunity for questions.	Y	HoS / Scrutiny Team	HoS	30/05/2025	To be commenced	Briefings to take place post agreement of collaborative working arrangements (Recommendation 1) / introduction of cabinet scrutiny protocol	
19	Officer support and organisational culture (Feedback Report Letter - Section 2)	Training and Development support for Officers around the work of scrutiny and the scrutiny function.	2.5	Clearer guidance to be issued to officers participating in scrutiny meetings / reviews.	Y	HoS / Scrutiny Team	HoS	30/05/2025	To be commenced	Guidance will be developed following agreement of the cabinet scrutiny protocol and issued ahead of the next municipal year.	
20	Officer support and organisational culture (Feedback Report Letter - Section 2)	Capturing essential components of meetings in a streamline way that meets expectations and needs of the accountability process (to enable a reduction of officer time spent on producing minutes of meetings).	2.6	Development and presentation of effective summaries.	Y	Chairs of Scrutiny / Scrutiny Team	HoS	2/06/2025 - 2025/2026 municipal year	To be commenced	It is anticipated that following agreement of the cabinet scrutiny protocol, and earlier involvement of officers at scoping stage will enable clearer identification of key lines of enquiries for particular meetings, leading to focussed discussion and outcomes.	
21	Officer support and organisational culture (Feedback Report Letter - Section 2)	Capturing essential components of meetings in a streamline way that meets expectations and needs of the accountability process (to enable a reduction of officer time spent on producing minutes of meetings).	2.6	Clearer scoping and key lines of enquiry, aligned to purpose of meeting.	Y	Scrutiny Chairs / Scrutiny Team	HoS	30/05/2025	To be commenced	It is anticipated that following agreement of the cabinet scrutiny protocol, and earlier involvement of officers at scoping stage will enable clearer identification of key lines of enquiries for particular meetings, leading to focussed discussion and outcomes. A revised scoping document is in the process of development.	

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22	Officer support and organisational culture (Feedback Report Letter - Section 2)	Capturing essential components of meetings in a streamline way that meets expectations and needs of the accountability process (to enable a reduction of officer time spent on producing minutes of meetings)	2.6	Chair summarising discussion and main points at end of each item.	Y	Scrutiny Chairs / Scrutiny Team	HoS	30/11/2023	Implemented	This already takes place but not in all cases. Chairs to be asked to summarise discussion points where appropriate.	
23	Officer support and organisational culture (Feedback Report Letter - Section 2)	Challenges around providing reports and material supporting the work of the committee and commissions. General Note: The issues contained in 2.7 / 2.8 will form part of the shared working agreement arising from discussions around collaborative working (Recommendation 1).	2.7 / 2.8	Clearer articulation of scope and focus of topics when requesting information.	Y	Scrutiny Chairs / Scrutiny Team	HoS	30/05/2025	In progress	Information of scope and focus of topic communicate to members and officers based on information available. It is anticipated that following agreement of the cabinet scrutiny protocol, and earlier involvement of officers at scoping stage will enable clearer identification of key lines of enquiries for particular meetings, leading to focussed discussion and outcomes	
24	Officer support and organisational culture (Feedback Report Letter - Section 2)	Challenges around providing reports and material supporting the work of the committee and commissions.	2.7 / 2.8	Concise reports	Y	Scrutiny Team / Directors / Senior officers	HoS / Directors	2/6/2025 - 2025/26	To be commenced	This may involve officers having to produce bespoke reports instead of relying on existing material (e.g. previous reports to cabinet / other documents). The scrutiny team will endeavour to request information in good time. It is anticipated that following agreement of the cabinet scrutiny protocol, and support from officers at scoping stage, clearer identification of key lines of enquiries for particular meetings will be identified earlier enabling the required information to be produced.	
25	Officer support and organisational culture (Feedback Report Letter - Section 2)	Challenges around providing reports and material supporting the work of the committee and commissions	2.7 / 2.8	Reports being produced in time for circulation with agenda to allow for sufficient preparation and reading time.	Y	Scrutiny Team / Officers	HoS	01/12/2023	Implemented	This is a legislative requirement. Scrutiny Team will request reports in good time, along with clear deadlines	
26	Officer support and organisational culture (Feedback Report Letter - Section 2)	Challenges around providing reports and material supporting the work of the committee and commissions.	2.7 / 2.8	Managing changing expectations or realignment of key lines of enquiry as a scrutiny review progresses	Y	Scrutiny Chairs / Scrutiny Team	HoS	01/12/2023	Implemented	This happens as part of the scrutiny process.	

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27	Officer support and organisational culture (Feedback Report Letter - Section 2)	Challenges around providing reports and material supporting the work of the committee and commissions.	2.7 / 2.8	Accessing information from different parts of the Council in a co-ordinated way.	Y	Scrutiny Team	HoS	02/06/2025 2025/2026	In progress	The scrutiny team endeavours to do this, but it is not always known what information will be relevant as part of a scrutiny review, with the existence of information only becoming apparent after a scrutiny hearing has taken place.	It is anticipated there will be more discussion and support from officers going forward which should better inform reviews.
28	Officer support and organisational culture (Feedback Report Letter - Section 2)	Challenges around providing reports and material supporting the work of the committee and commissions.	2.7 / 2.8	Ensuring members are familiar with reports/subject matter before designing questions and review enquiries.	Y	Scrutiny Team / Scrutiny Members	HoS	02/06/2025 2025/2026	In progress	Introduction of scrutiny pre meetings has enabled this to some degree. It is anticipated that following agreement of the cabinet scrutiny protocol, and earlier involvement of officers at scoping stage will enable clearer identification of key lines of enquiries and co-ordination of required information.	
29	Officer support and organisational culture (Feedback Report Letter - Section 2)		2.7 / 2.8	Development of working agreement / protocol to confirm agreed way of working.	Y	Chair of OSC/ Lead CM CE MO HoS	HoS	31/03/2025	In progress	A cabinet scrutiny protocol has been produced and is currently out for consultation with overview and scrutiny committee, cabinet and CMT.	
30	Officer support and organisational culture (Feedback Report Letter - Section 2)	Repositioning the scrutiny function to emphasise the significance of the strategic elements of the role.	2.11	Sharing vision statement and promoting principles.	Y	Chair of OSC/ Lead CM CE HoS	HoS	30/05/2025	To be commenced		
31	Officer support and organisational culture (Feedback Report Letter - Section 2)	Repositioning the scrutiny function to emphasise the significance of the strategic elements of the role.	2.11	Wider range of meetings between scrutiny chairs with senior officers and leaders in the council.	Y	Chair of OSC/ Lead CM / CE / Scrutiny Team	HoS	30/05/2025	To be commenced		
32	Officer support and organisational culture (Feedback Report Letter - Section 2)	Repositioning the scrutiny function to emphasise the significance of the strategic elements of the role.	2.11	Working strategically across directorates to access cross-cutting information and insights.	Y	Chair of OSC/ Lead CM / CE / Scrutiny Team		30/05/2025	To be commenced		
33	Officer support and organisational culture (Feedback Report Letter - Section 2)	Repositioning the scrutiny function to emphasise the significance of the strategic elements of the role.	2.11	Sponsoring the development of enhanced scoping, key line of enquiry and recommendation tools.	Y	HoS	HoS	30/05/2025	To be commenced		
34	Officer support and organisational culture (Feedback Report Letter - Section 2)	Repositioning the scrutiny function to emphasise the significance of the strategic elements of the role.	2.11	Articulating the purpose and added value of scrutiny for wider Council delivery.	Y	HoS	HoS	30/05/2025	To be commenced		

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35	Officer support and organisational culture (Feedback Report Letter - Section 2)	Repositioning the scrutiny function to emphasise the significance of the strategic elements of the role.	2.11	Focusing on trends from national policy agendas and direction to inform scrutiny.	Y	HoS	HoS	30/05/2025	To be commenced		
36	Officer support and organisational culture (Feedback Report Letter - Section 2)	Repositioning the scrutiny function to emphasise the significance of the strategic elements of the role.	2.11	Highlighting wider examples of innovation and good practice for scrutiny.	Y	HoS	HoS	30/05/2025	To be commenced		
37	Officer support and organisational culture (Feedback Report Letter - Section 2)	Repositioning the scrutiny function to emphasise the significance of the strategic elements of the role.	2.11	Supporting officers to prepare for scrutiny and aligning their input with the needs of the committee.	Y	Scrutiny Team	HoS	30/05/2025	To be commenced	Suite of additional guidance around Scrutiny currently being produced.	
38	Officer support and organisational culture (Feedback Report Letter - Section 2)	Repositioning the scrutiny function to emphasise the significance of the strategic elements of the role.	2.11	Developing a strategic road map for scrutiny with a refreshed focus on impact.	Y	Chair of OSC HoS	HoS	30/05/2025	To be commenced	Outcome of collaborative working discussions (Recommendation 1) will inform this.	
39	Officer support and organisational culture (Feedback Report Letter - Section 2)	Repositioning the scrutiny function to emphasise the significance of the strategic elements of the role.	2.11	Horizon scanning.	Y	Chair of OSC HoS	HoS	30/05/2025	To be commenced		
40	Officer support and organisational culture (Feedback Report Letter - Section 2)	Repositioning scrutiny function through a development plan	2.12	Development plan prepared with provision of support, including coaching and mentoring.	Y	ACE / HoS	HoS	30/05/2025	To be commenced		
41	Officer support and organisational culture (Feedback Report Letter - Section 2)	Repositioning scrutiny function through a development plan	2.12	Consider further resourcing issues to support greater strategic working.	Y	HoS	HoS	30/11/2023	Implemented	Successful candidate commenced role on 23 September 2024	
42	Officer support and organisational culture (Feedback Report Letter - Section 2)	Recommendation 3: Provide development support and training for Officers across the Council to refresh and enhance their understanding and appreciation of scrutiny.			Y	HoS		30/05/2025	To be commenced	Suite of additional guidance around Scrutiny to be prepared and briefings to be undertaken following agreement of the cabinet scrutiny protocol.	
43	Officer support and organisational culture (Feedback Report Letter - Section 2)	Recommendation 4: Review how reports and information is supplied to scrutiny - so that it supports the scrutiny objective, is not excessively detailed and is understandable by Members.			Y	HoS	HoS	30/05/2025	To be commenced	To be included in discussion around collaborative working (Recommendation 1) in light of potential resource implications.	
44	Officer support and organisational culture (Feedback Report Letter - Section 2)	Enhancement: Establishing cross-party pre-meetings for Scrutiny Committees and Commissions as an additional way to support the process.			Y	Scrutiny Team	HoS	30/11/2023	Implemented	Introduced in November 2023 - operation and effectiveness to be kept under review.	

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45	Collaborative approach to scrutiny (Feedback Report Letter - Section 3)	Engaging with local partners and stakeholders to identify key lines of enquiry that can interrogate the impact of local decisions	3.1 / 3.2	Adopting more systematic approaches to community engagement and the identification of local experience.	Y	Scrutiny Team	HoS	30/05/2025	To be commenced		
46	Collaborative approach to scrutiny (Feedback Report Letter - Section 3)	Engaging with local partners and stakeholders to identify key lines of enquiry that can interrogate the impact of local decisions	3.1 / 3.2	Identifying examples of innovation / good practice from other local authorities.	Y	Scrutiny Team	HoS	30/05/2025	To be commenced		
47	Collaborative approach to scrutiny (Feedback Report Letter - Section 3)	Addressing potential barriers to greater collaboration	3.3 / 3.4	Exploring different venues for evidence gathering sessions.	Y	HoS / Scrutiny Team / Scrutiny Chairs	HoS	30/05/2025	In progress	A number of potential venues have been identified. Discussions to take place with chairs about which meetings would be appropriate to be held away from the main council meeting premises.	
48	Collaborative approach to scrutiny (Feedback Report Letter - Section 3)	Addressing potential barriers to greater collaboration	3.3 / 3.4	Access to IT resources for virtual participation.	Y	Scrutiny Team	HoS		Implemented	Provision of virtual participation in place since May 2021.	
49	Collaborative approach to scrutiny (Feedback Report Letter - Section 3)	Addressing potential barriers to greater collaboration	3.3 / 3.4	Identifying language and literacy need.	Y	Scrutiny Team	HoS	30/05/2025	To be commenced		
50	Collaborative approach to scrutiny (Feedback Report Letter - Section 3)	Addressing potential barriers to greater collaboration	3.3 / 3.4	Considering timing of meetings/sessions.	Y	Scrutiny Chairs / Scrutiny Team	HoS	30/05/2025	To be commenced		
51	Collaborative approach to scrutiny (Feedback Report Letter - Section 3)	Addressing potential barriers to greater collaboration.	3.3 / 3.4	Utilising community and voluntary sector to enhance collaborations and support to local people.	Y	Scrutiny Chairs / Scrutiny Team	HoS	30/05/2025	To be commenced		
52	Collaborative approach to scrutiny (Feedback Report Letter - Section 3)	Ensuring good communication between different parts of the council when engaging with local partners.	3.5	Tapping into the networks of senior officers and cabinet members to identify organisations.	Y	Scrutiny Team	HoS	30/05/2025	Implemented		
53	Collaborative approach to scrutiny (Feedback Report Letter - Section 3)	Ensuring good communication between different parts of the council when engaging with local partners.	3.5	Keeping cabinet members/senior officers informed of direct engagement with partners.	Y	Scrutiny Team	HoS	30/11/2023	Implemented		
54	Collaborative approach to scrutiny (Feedback Report Letter - Section 3)	Mapping of local specialists and partners in Southwark and facilitating expert support for scrutiny members to scope	3.6	Liaise with key officers to develop a mapping document.	Y	Scrutiny Team	HoS	30/05/2025	To be commenced		
55	Collaborative approach to scrutiny (Feedback Report Letter - Section 3)	questions and enquiry lines.	3.6	Arrange meetings with chairs and key officers to scope questions and lines of enquiry.	Y	Scrutiny Team	HoS	30/05/2025	To be commenced		

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56	Collaborative approach to scrutiny (Feedback Report Letter - Section 3)	Enhancing understanding of Health Scrutiny, in a changing context.	3.7	Arrange training and briefings for members involved with health scrutiny to keep them up to date with changing regulations and best practice.	Y	Scrutiny Team	HoS	30/06/2023	Implemented	Briefing undertaken with members in June 2023. Additional training to be identified as appropriate.	
57	Collaborative approach to scrutiny (Feedback Report Letter - Section 3)	Co-opted Members on scrutiny commissions - enhancing their role	3.8	Produce document setting out roles and expectations of co-opted members.	Y	HoS	HoS	30/05/2025	To be commenced		
58	Collaborative approach to scrutiny (Feedback Report Letter - Section 3)	Co-opted Members on scrutiny commissions - enhancing their role	3.8	Provide briefings and training for co-opted members as appropriate.	Y	Scrutiny Team		30/05/2025	To be commenced		
59	Collaborative approach to scrutiny (Feedback Report Letter - Section 3)	Co-opted Members on scrutiny commissions - enhancing their role	3.8	Schedule in annual feedback on co-opted member experience.	Y	HoS	HoS	30/05/2025	To be commenced		
60	Collaborative approach to scrutiny (Feedback Report Letter - Section 3)	Adopting creative approaches to scrutiny, outside of formal meeting process.	3.9 / 3.10	Consider appropriate approach to evidence gathering - Options: Scrutiny in a day; Social Return on Investment participatory scrutiny reviews; Field Trips; Stakeholder mapping and scoping; Following a fictional service user through the system to map impacts, integration opportunities and barriers; Task and Finish Groups.	Y	Scrutiny Chairs / Scrutiny Team	HoS	31/05/2024	Implemented	Provision for different approaches to scrutiny already in place: Appropriate approach to be identified as scrutiny reviews take place. Financial resources made available to support the process	
66	Collaborative approach to scrutiny (Feedback Report Letter - Section 3)	Adopting creative approaches to scrutiny, outside of formal meeting process.	3.9 / 3.10	Review of CfGS published resources	Y	Scrutiny Team	HoS	30/05/2025	To be commenced		
67	Collaborative approach to scrutiny (Feedback Report Letter - Section 3)	Recommendation 5: Developing a systematic approach to mapping opportunities for community engagement and collaborative approaches including a methodology for identifying local issues for residents.			Y	Scrutiny Team	HoS	30/05/2025	To be commenced	More focus on different approaches to take place in 2024/25	
68	Collaborative approach to scrutiny (Feedback Report Letter - Section 3)	Enhancement: Extending the use of creative approaches to scrutiny in Southwark. Use work planning and scoping to consider the best methods for each review. Share examples of good practice and creative methods by creating a menu of different methods available to the Scrutiny Committee and Commissions.			Y	Scrutiny Team		30/05/2025	To be commenced		

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69	Collaborative approach to scrutiny (Feedback Report Letter - Section 3)	Enhancement: Supporting the co-opted Members through a refreshed support programme identifying their learning and development needs to get the most from their contributions.			Y	HoS	HoS	30/05/2025	To be commenced		
70	Scrutiny's focus and workplan (Feedback Report Letter - Section 4)	Strengthening the work planning process	4.2	Use of a consistent work planning tool to support each body to create a balanced work plan.	Y	Scrutiny Chairs / Scrutiny Team	HoS	30/05/2025	To be commenced	Collaborative working discussion and agreement, resulting in more direction from CMT and Cabinet members will inform some of the scrutiny focus for 2025/26. There will be greater focus on these aspects going into the 2025/26 work planning process following introduction of cabinet scrutiny protocol.	
71	Scrutiny's focus and workplan (Feedback Report Letter - Section 4)	Strengthening the work planning process	4.2	Focus on key issues where scrutiny can make a significant impact on local people.	Y	Scrutiny Chairs / Scrutiny Team	HoS	30/05/2025	In progress	Approach to strengthening work planning process set out in proposed cabinet scrutiny protocol.	
72	Scrutiny's focus and workplan (Feedback Report Letter - Section 4)	Strengthening the work planning process	4.2	Close working with senior officers and cabinet members to understand the most challenging issues around council delivery and outcomes.	Y	Scrutiny Chairs / Scrutiny Team	HoS	30/05/2025	In progress	Approach to strengthening work planning process set out in proposed cabinet scrutiny protocol.	
73	Scrutiny's focus and workplan (Feedback Report Letter - Section 4)	Strengthening the work planning process	4.2	Identifying areas where there are already robust forms of accountability and scrutiny, avoiding replication or where added value will be minimal.	Y	Scrutiny Chairs / Scrutiny Team	HoS	30/05/2025	In progress	Approach to strengthening work planning process set out in proposed cabinet scrutiny protocol.	
74	Scrutiny's focus and workplan (Feedback Report Letter - Section 4)	Strengthening the work planning process	4.2	Highlighting issues that are high priorities for residents and that reflect their concerns.	Y	Scrutiny Chairs / Scrutiny Team	HoS	31/03/2025	In progress	In addition to ward councillor experience of engaging with residents and other avenues for identifying issues, work is underway to develop a scrutiny engagement page on the 'engage@southwark' platform, with the intention of informing residents of scrutiny activity and inviting residents to suggest topics for scrutiny, which will be overseen by a shortlisting process (to be established).	
75	Scrutiny's focus and workplan (Feedback Report Letter - Section 4)	Strengthening the work planning process	4.2	Focusing on only two or three substantive issues per meeting.	Y	Scrutiny Chairs / Scrutiny Team	HoS	30/04/2024	Implemented	The majority of scrutiny meetings only focus on two or three substantive issues per meeting.	

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76	Scrutiny's focus and workplan (Feedback Report Letter - Section 4)	Strengthening the work planning process	4.2	Link work planning to the scoping process.	Y	Scrutiny Chairs / Scrutiny Team	HoS	30/05/2025	In progress	Approach to strengthening work planning process set out in proposed cabinet scrutiny protocol, including the development of an updated scoping document template.	
77	Scrutiny's focus and workplan (Feedback Report Letter - Section 4)	Improving scoping process for individual reviews	4.4	Utilise support from officers to map topics and identification of potential issues to scrutinise.	Y	Scrutiny Chairs / Scrutiny Team	HoS	30/05/2025	In progress	Approach to strengthening work planning process set out in proposed cabinet scrutiny protocol.	
78	Scrutiny's focus and workplan (Feedback Report Letter - Section 4)	Improving scoping process for individual reviews	4.4	Acknowledging areas that are directly under Council control and those where there is only influence or external control - key lines of enquiry and focused scrutiny questions can then emerge.	Y	Scrutiny Chairs / Scrutiny Team	HoS	30/05/2025	In progress	Approach to strengthening work planning process set out in proposed cabinet scrutiny protocol.	
79	Scrutiny's focus and workplan (Feedback Report Letter - Section 4)	Accessing, assessing and triangulating different forms of data.	4.5	Receive evidence/review as appropriate: The voice, concerns, and experience of local people.	Y	OSC / Commissions / Scrutiny Team	HoS	30/05/2025	In progress	To be actioned as appropriate. In place already, but greater focus to take place in 2025/26, taking account of new working practices arising from the scrutiny improvement review.	
80	Scrutiny's focus and workplan (Feedback Report Letter - Section 4)	Accessing, assessing and triangulating different forms of data.	4.5	Plans and decisions of senior leaders.	Y	OSC / Commissions / Scrutiny Team	HoS	02/06/2025 - 2025/2026	In progress	To be actioned as appropriate. In place already, but greater focus to take place in 2025/26, taking account of new working practices arising from the scrutiny improvement review.	
81	Scrutiny's focus and workplan (Feedback Report Letter - Section 4)	Accessing, assessing and triangulating different forms of data.	4.5	Frontline experience of delivering services.	Y	OSC / Commissions / Scrutiny Team		02/06/2025 - 2025/2026	In progress	To be actioned as appropriate. In place already, but greater focus to take place in 2025/26, taking account of new working practices arising from the scrutiny improvement review.	
82	Scrutiny's focus and workplan (Feedback Report Letter - Section 4)	Accessing, assessing and triangulating different forms of data	4.5	Evidence of outcomes and impact - including finance, quality, risk and sustainability.	Y	OSC / Commissions / Scrutiny Team	HoS	02/06/2025 - 2025/2026	In progress	To be actioned as appropriate. In place already, but greater focus to take place in 2025/26, taking account of new working practices arising from the scrutiny improvement review.	
83	Scrutiny's focus and workplan (Feedback Report Letter - Section 4)	Accessing, assessing and triangulating different forms of data.	4.5	Wider survey of literature on good practice, policy frameworks and research.	Y	Scrutiny Team	HoS	30/05/2025	To be commenced		

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84	Scrutiny's focus and workplan (Feedback Report Letter - Section 4)	Receiving support to design challenging questions that highlight and probe different sources.	4.6	Identify training for Members on key questioning skills.	Y	HoS /CfGS	HoS	31/03/2025	To be commenced	Introductory training on key questioning skills took place on 27 February 2024 - the training was open to all scrutiny councillors. Consideration to be given on when to arrange specific training on CfGS Key Questioning Skills	
85	Scrutiny's focus and workplan (Feedback Report Letter - Section 4)	Receiving support to design challenging questions that highlight and probe different sources.	4.6	Liaise with officers on relevant subject matter with a view to preparing questions.	Y	Scrutiny Team	HoS	02/06/2025 - 2025/2026	To be commenced	Agenda planning and scrutiny pre-meetings and more involvement of officers and cabinet members will inform this process throughout 2025/26.	
86	Scrutiny's focus and workplan (Feedback Report Letter - Section 4)	Integrating frontline experiences to highlight the performance and quality of service.	4.6	Explore how to achieve this at CfGS facilitated workshop.	Y	Scrutiny Team	HoS	30/05/2025	To be commenced	Facilitated workshop no longer taking place, but will follow up with CfGS.	
87	Scrutiny's focus and workplan (Feedback Report Letter - Section 4)	Integrating frontline experiences to highlight the performance and quality of service.	4.6	Consult with other local authorities around this process.	Y	Scrutiny Team	HoS	30/05/2025	To be commenced		
88	Scrutiny's focus and workplan (Feedback Report Letter - Section 4)	Scrutinising Council performance for the benefit of accountability.	4.7 / 4.8	Review wording of OSC Procedure Rule 5.1(b) to clarify scrutiny role not related to performance management of individual councillors and chief officers.	Y	Proper Constitutional Officer	Head of Constitutional Services	30/05/2025	To be commenced	To be picked up as part of annual council process. May Council Assembly	
89	Scrutiny's focus and workplan (Feedback Report Letter - Section 4)	Strengthening the focus of cabinet member interviews to enable effective preparation.	4.9	Make clear to cabinet members, areas of interest in advance.	Y	Scrutiny chairs / Scrutiny Team	HoS	30/11/2023	Implemented		
90	Scrutiny's focus and workplan (Feedback Report Letter - Section 4)	Strengthening the focus of cabinet member interviews to enable effective preparation.	4.9	Provide cabinet members with questions in advance.	Y	Scrutiny chairs / Scrutiny Team	HoS	30/11/2023	Implemented	Cabinet members provided with questions in advance as appropriate	
91	Scrutiny's focus and workplan (Feedback Report Letter - Section 4)	Agreeing formal process for pre-decision scrutiny	4.10	Draw upon CfGS case studies and guidance around pre-decision scrutiny.	Y	Chair of OSC/ Lead CM CE MO HoS	HoS	31/03/2025	In progress	CfGS guidance reviewed. Commitment to and criteria for pre-decision scrutiny to be determined through discussion and agreement of Cabinet Scrutiny Protocol	

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92	Scrutiny's focus and workplan (Feedback Report Letter - Section 4)	Agreeing formal process for pre-decision scrutiny	4.10	Establish in advance emerging issues where pre-decision scrutiny may be appropriate.	Y	Chair of OSC/ Lead CM CE MO HoS	HoS	31/03/2025	In progress	Criteria for pre-decision scrutiny to be determined through discussion and agreement of Cabinet Scrutiny Protocol	
93	Scrutiny's focus and workplan (Feedback Report Letter - Section 4)	Agreeing formal process for pre-decision scrutiny	4.10	Consider process(s) for enabling identification of issues.	Y	Chair of OSC/ Lead CM CE MO HoS	HoS	31/03/2025	In progress	Criteria for pre-decision scrutiny to be determined through discussion and agreement of Cabinet Scrutiny Protocol	
94	Scrutiny's focus and workplan (Feedback Report Letter - Section 4)	Recommendation 6: Review and enhance work planning process for the Committee and the Commissions, building on current practice by using insights from this review. Consider the systematic use of work planning tools to assist with prioritising issues.			Y	Scrutiny Team	HoS	30/05/2025	In progress	Approach to strengthening work planning process set out in proposed cabinet scrutiny protocol.	
95	Scrutiny's focus and workplan (Feedback Report Letter - Section 4)	Recommendation 7: Use member education sessions, masterclasses, and pre-briefing to support Members to be ready to engage with scrutiny topics and Council plans.			Y	Scrutiny Team	HoS	30/05/2025	To be commenced		
96	Scrutiny's focus and workplan (Feedback Report Letter - Section 4)	Enhancement: Continue to develop an approach to pre-decision scrutiny in collaboration with Cabinet and Officers.			Y	HoS			In progress	To be determined through discussion on Cabinet Scrutiny Protocol	
97	Scrutiny's focus and workplan (Feedback Report Letter - Section 4)	Enhancement: Supporting Members to design effective challenge questions using triangulated evidence and data to enhance accountability.			Y	Scrutiny Chairs/ Scrutiny Team		30/05/2025	To be commenced	To be further supported by Key questioning skills training.	
98	Scrutiny committee structure and scheduling (Feedback Report Letter - Section 5)	Considering the use of task and finish groups as part of a wider spectrum of creative methods.	5.3	Establish situations / circumstances where task and finish groups might be appropriate and feed into the scrutiny process.	Y	Scrutiny Chairs/ Scrutiny Team		30/05/2025	To be commenced		
99	Scrutiny committee structure and scheduling (Feedback Report Letter - Section 5)	Managing scrutiny workload.	5.4	Use of work planning, prioritisation, member education pre-meeting sessions and to manage demands.	Y	Scrutiny Chairs/ Scrutiny Team 2023/24		30/05/2025	In progress	Pre-meetings have been introduced. Cabinet scrutiny protocol and revised scoping document template will inform work planning and prioritisation.	

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100	Scrutiny committee structure and scheduling (Feedback Report Letter - Section 5)	Scrutiny Call-in Process and enhancing the call-in procedure.	5.6 / 5.7	Review current call-in process against the CfGS guidance once issued.	Y	HoS		31/03/2024	Implemented	Call-in process reviewed against guidance and benchmarking with other London Local Authorities. Revised call-in process agreed by March 2024 council assembly and new call-in arrangements implemented on 1 April 2024.	
101	Scrutiny committee structure and scheduling (Feedback Report Letter - Section 5)	Recommendation 8: Consider the use of task and finish group work and other alternative scrutiny arrangements to ensure the most effective use of time and resources and to deliver maximum impact.	5.6 / 5.7		Y	Scrutiny Chairs / Scrutiny Team	HoS	30/05/2025	To be commenced	To be reviewed for 2025/2026 year	
102	Scrutiny committee structure and scheduling (Feedback Report Letter - Section 5)	Recommendation 9: Review the call-in procedure based on benchmarking and examples of good practice.	5.6 / 5.7		Y	HoS	HoS		Implemented	Call-in procedure reviewed and implemented on 1 April 2024.	
103	Scrutiny's output and impact (Feedback Report Letter - Section 6)	Developing effective recommendations and tracking their impact.	6.3	Focus recommendations on a small set of priorities.	Y	Scrutiny Chairs	Scrutiny Chairs	30/05/2025	In progress	Agreement of cabinet scrutiny protocol will address this issue	
104	Scrutiny's output and impact (Feedback Report Letter - Section 6)	Developing effective recommendations and tracking their impact.	6.3	Ensuring recommendations are clear and focused using SMART approaches (specific, measurable, actionable, realistic, and timetabled).	Y	Scrutiny Chairs / Scrutiny Team	Scrutiny Chairs	30/05/2025	In progress	Agreement of cabinet scrutiny protocol will address this issue	
105	Scrutiny's output and impact (Feedback Report Letter - Section 6)	Developing effective recommendations and tracking their impact.	6.3	Testing draft recommendations with officers to ensure issues are understood and factually correct.	Y	Scrutiny Chairs / Scrutiny Team	HoS	30/05/2025	To be commenced	To be actioned upon completion of draft scrutiny review reports.	
106	Scrutiny's output and impact (Feedback Report Letter - Section 6)	Developing effective recommendations and tracking their impact.	6.3	Reviewing the impact and learning from recommendations over set time periods through regular agenda items.	Y	Scrutiny Chairs / Scrutiny Team	HoS	30/05/2025	To be commenced		
107	Scrutiny's output and impact (Feedback Report Letter - Section 6)	Developing effective recommendations and tracking their impact.	6.3	Revisiting previous scrutiny reviews to identify work that has already been done, to inform future scrutiny.	Y	Scrutiny Chairs / Scrutiny Team	HoS	30/05/2025	To be commenced	Agreement of cabinet scrutiny protocol along with introduction of scrutiny recommendations action tracking tool will address this issue.	
108	Scrutiny's output and impact (Feedback Report Letter - Section 6)	Developing effective recommendations and tracking their impact.	6.3	Ensuring a clear protocol with Cabinet to agree the process for considering and responding to scrutiny recommendations.	Y	Chair of OSC/ Lead CM CE MO HoS	HoS		In progress	Cabinet scrutiny protocol produced subject to agreement. This covers scrutiny reports and responding to scrutiny recommendations.	

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109	Scrutiny's output and impact (Feedback Report Letter - Section 6)	Developing effective recommendations and tracking their impact.	6.3	Sharing recommendations with external partners, where applicable.	Y	Scrutiny Team As appropriate.	HoS		Implemented	This happens as a matter of course	
110	Scrutiny's output and impact (Feedback Report Letter - Section 6)	Developing effective recommendations and tracking their impact.	6.3	Collecting additional evidence and feedback to identify the impact of recommendations.	Y	Scrutiny Team	HoS		In progress	A recommendations tracking tool has been developed covering the period from 2023/24 and is currently being populated. This will track implementation of recommendations and their impact.	
111	Scrutiny's output and impact (Feedback Report Letter - Section 6)	Evidence of tracking recommendations dispersed across a range of documents.	6.4	Identify suitable central tracking tool to maintain an overview of recommendations. Liaise with other local authorities to establish how they manage this.	Y	Scrutiny Team	HoS		In progress	A recommendations tracking tool has been developed covering the period from 2023/24 and is currently being populated. This will track implementation of recommendations and their impact.	
112	Scrutiny's output and impact (Feedback Report Letter - Section 6)	Taking a joined up system wide cross-cutting approach to issues.	6.5	Cross cutting-issues being reserved to overview and scrutiny committee. Commission chairs are part of its membership.	Y	Chair of OSC / HoS	HoS	30/05/2025	To be commenced	The proposed work planning process for 2025/26 as set out in the cabinet scrutiny protocol will encourage a focus on cross cutting issues	
113	Scrutiny's output and impact (Feedback Report Letter - Section 6)	Development of a 'Mission Statement' to raise awareness and esteem of scrutiny process.	6.6	Liaison with other local authorities.	Y	Chair of OSC / HoS	HoS	30/05/2025	To be commenced		
114	Scrutiny's output and impact (Feedback Report Letter - Section 6)	Development of a 'Mission Statement' to raise awareness and esteem of scrutiny process.	6.6	Working with scrutiny members, cabinet members, officers and other stakeholders in developing a statement.	Y	Chair of OSC / HoS	HoS	30/05/2025	To be commenced		
115	Scrutiny's output and impact (Feedback Report Letter - Section 6)	Scrutiny holding itself to account for its work and impact.	6.7 / 6.8	Annual report process	Y	Chair of OSC / HoS	HoS	30/05/2025	To be commenced		
116	Scrutiny's output and impact (Feedback Report Letter - Section 6)	Scrutiny holding itself to account for its work and impact.	6.7 / 6.8	Accessing self-assessment tools available from CfGS to support review process.	Y	HoS	HoS	30/05/2025	To be commenced		
117	Scrutiny's output and impact (Feedback Report Letter - Section 6)	Recommendation 10: Focus on smaller sets of high-quality recommendations from scrutiny reviews.			Y	Scrutiny Chairs	Scrutiny Chairs	30/05/2025	To be commenced		

Action No.	(Feedback Report Letter - Section)	CFGs Issues identified / Recommendations and suggested enhancements to scrutiny process	Para.	How can this be achieved / Proposed actions	Adopted? (Y/N)	Action by	Action owner	Action due date	Action status	Comments/Updates	Follow up/ongoing action needed
118	Scrutiny's output and impact (Feedback Report Letter - Section 6)	Enhancement: Enhance the formal system for tracking recommendations over time - identify the impact and learning from specific recommendations as well as factors that produce effective recommendations.			Y	Scrutiny Team	HoS	30/05/2025	In progress	A recommendations tracking tool has been developed covering the period from 2023/24 and is currently being populated. This will track implementation of recommendations and their impact.	
119	Scrutiny's output and impact (Feedback Report Letter - Section 6)	Enhancement: Consider cross-cutting issues as a regular part of the Overview and Scrutiny Committee work plan and agenda, bringing together strategic themes from across the four Commissions to identify opportunities for system wide working and accountability.			Y	Chair of OSC / HoS	HoS	30/05/2025	To be commenced	The proposed work planning process for 2025/26 as set out in the cabinet scrutiny protocol will encourage a focus on cross cutting issues	
120	Scrutiny's output and impact (Feedback Report Letter - Section 6)	Enhancement: Create a strategic summary statement on the purpose and contribution of scrutiny in Southwark. Use this to map impact.			Y	Chair of OSC / HoS	HoS	30/05/2025	To be commenced		
121	Scrutiny's output and impact (Feedback Report Letter - Section 6)	Enhancement: Use a self-assessment tool to support the annual review and evaluation of scrutiny.			Y	HoS	HoS	30/05/2025	To be commenced		
122	Chairing, member development and meeting preparation (Feedback Report Letter - Section 7)	Continuing chair development and direct support to strengthen the role.	7.4	Meeting with chairs and establishing development needs and arranging training as appropriate.	Y	HoS / L&D Manager	HoS	02/06/2025	To be commenced	To be reviewed following annual election process of chairs and vice-chairs.	
123	Chairing, member development and meeting preparation (Feedback Report Letter - Section 7)	Continuing chair development and direct support to strengthen the role.	7.4	Providing chairs with quality briefings and information to enable them to keep abreast of subject matters and relevant considerations.	Y	Scrutiny Team		30/05/2025	To be commenced		
124	Chairing, member development and meeting preparation (Feedback Report Letter - Section 7)	Member education, master classes' and briefing sessions outside of formal scrutiny sessions.	7.7	Use scoping and work planning tools to identify and schedule briefing sessions.	Y	Scrutiny Team		30/05/2025	To be commenced		
125	Chairing, member development and meeting preparation (Feedback Report Letter - Section 7)	Pre-meetings before formal scrutiny sessions to co-ordinate activities.	7.8	Arrange pre-meetings as appropriate.	Y	Scrutiny Team		30/11/2023	Implemented		

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126	Chairing, member development and meeting preparation (Feedback Report Letter - Section 7)	Recommendation 11: Further skills development support is offered for the key roles of Chairs and Vice-Chairs - to support them to develop their approach to leading scrutiny and to reflect on their personal style and learning.			Y	HoS November 2023		30/11/2023	Implemented	1 to 1 chairs training and group chairs training offered. Reviewed on an annual basis following annual elections process.	
127	Chairing, member development and meeting preparation (Feedback Report Letter - Section 7)	Enhancement: Extending the development process for Members to enable them to refresh their knowledge and understanding of the role of scrutiny - this should include learning activities such as workshops supported with materials and case studies.			Y	HoS / L&D Manager	HoS	Ongoing	Implemented	Free training regularly offered by CfGS throughout the year	
128	Chairing, member development and meeting preparation (Feedback Report Letter - Section 7)	Enhancement: Use pre-meetings to prepare for scrutiny sessions by reviewing the key lines of enquiry and coordinating approaches to questions and evidence. Pre-meetings can facilitate teamwork between Members of the Committee or Commission.			Y	Scrutiny Team November/ December 2023 onwards.			Implemented	Pre-meetings have been introduced. Additional support from officers and revised scoping document template should further improve the pre-meeting process.	
129	Chairing, member development and meeting preparation (Feedback Report Letter - Section 7)	Enhancement: Provide Scrutiny Members with the essential core knowledge to be sufficiently effective in the scrutiny task through briefings, education sessions or 'master classes' for complex topics.			Y	HoS		30/05/2025	To be commenced		
130	Public engagement (Feedback Report Letter - Section 8)	Exploring and experimenting with ways to allow greater access, openness, and involvement with the public	8.1	Site visits in the community.	Y	HoS		30/05/2025	To be commenced	Awaiting information on how the proposed Neighbourhoods model develops, and relationship with scrutiny	
131	Public engagement (Feedback Report Letter - Section 8)	Exploring and experimenting with ways to allow greater access, openness, and involvement with the public	8.1	Inviting the public to offer ideas for work plans.	Y	HoS		31/03/2025	In progress	To be facilitated through the 'engage@southwark' platform	
132	Public engagement (Feedback Report Letter - Section 8)	Exploring and experimenting with ways to allow greater access, openness, and involvement with the public	8.1	Use of social media channels for resident input.	Y	HoS		31/03/2025	In progress	To be facilitated through the 'engage@southwark' platform	

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133	Public engagement (Feedback Report Letter - Section 8)	Exploring and experimenting with ways to allow greater access, openness, and involvement with the public	8.1	Communicating the progress and impact of scrutiny.	Y	HoS		31/03/2025	In progress	To be facilitated through the 'engage@southwark' platform	

OVERVIEW AND SCRUTINY COMMITTEE

MUNICIPAL YEAR 24/25

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