

Southwark CfGS Scrutiny Improvement Review – Action Plan

This document sets out the actionable findings, recommendations and suggested enhancements arising from the Centre for Governance and Scrutiny (CfGS) scrutiny improvement review and has been created to track agreed actions.

CfGS Issues identified / Recommendations and suggested enhancements to scrutiny process	Para.	How can this be achieved / Proposed actions	Adopted? (Y/N)	Action by / When	Actioned ?	
Scrutiny has the conditions for success (Feedback Report Letter – Section 1)						
Issues identified / proposed actions arising	Shared working agreement to manage and avoid conflict.	1.3	<ul style="list-style-type: none"> • Agreement reached through discussion between political group whips. <p>Comment: 19/10/23</p> <p>Managing the political dynamics of scrutiny</p>	Y	Group Whips Tbc	
			<ul style="list-style-type: none"> • Agreement included in a protocol 	Y	HoS April 2024	

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Issues identified / proposed actions arising	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	<ul style="list-style-type: none"> Identify individuals who may wish to share their experiences. 	Y	HoS 2024/25	
			<ul style="list-style-type: none"> Creation of feedback forms/questionnaire. 	Y	HoS 2024/25	
			<ul style="list-style-type: none"> Picking up through discussion via internal briefings around role and work of scrutiny. 	Y	HoS 2024/25	
	Challenges at personal and system level (supporting development of new councillors)	1.5	<ul style="list-style-type: none"> Identify appropriate training and learning and development needs from the outset. <p>Comment: 19/10/23</p> <p>Commenced via new member induction programme.</p>	Y	L&D Manager/ Individual Councillors May 2022 / Ongoing	

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<p>Issues identified / proposed actions arising</p>	<p>Challenges at personal and system level (supporting development of new councillors) cont.</p>	<p>1.5</p>	<ul style="list-style-type: none"> • Essential training delivered by scrutiny experts (CfGS). <p>Comment: 19/10/23</p> <p>Training undertaken/available</p> <ul style="list-style-type: none"> • Introduction to Scrutiny – covered as part of new member induction programme – June 2022 • Key Questioning Skills – December 2023 (subject to member availability) <p>Comment: 8/11/23</p> <p>Group whips written to on 8 November seeking approval of training</p> <ul style="list-style-type: none"> • Individual Scrutiny Chairs Training/Coaching (offered to new scrutiny chairs) <p>Undertaken by Chair of Health and Social Care</p>	<p>Y</p>	<p>Head of Scrutiny / CfGS</p> <p>June 2026</p> <p>HoS</p> <p>October 2023</p> <p>Cllr Abachor</p>	

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<p>Issues identified / proposed actions arising</p>	<p>Challenges at personal and system level (supporting development of new councillors) cont.</p>		<p>Scrutiny Commission – June 2022/May 2023.</p> <p>Currently being undertaken by Chair of Education and Local Economy Scrutiny Commission – July 2023</p> <ul style="list-style-type: none"> Chair and Vice-Chair group training (offered to existing chairs and vice-chairs as a group to attain consistent approach to scrutiny) – date to be confirmed <p>Comment: 8/11/23</p> <p>Group Whips written to on 8 November seeking approval of training.</p> <ul style="list-style-type: none"> Various training offered by CfGS – through London Scrutiny Network (free 		<p>Cllr Tomlinson July 2023</p> <p>HoS Group Whips CfGS</p> <p>Tbc</p> <p>HoS (dates and training tbc)</p>	<p>Y</p>

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Issues identified / proposed actions arising			<p>training) – to be communicated to members when dates are known</p> <p>Comment: 8/11/23</p> <p>Consultation with LSN on training and dates undertaken 6 November</p>			
			<ul style="list-style-type: none"> Development through Member learning and development programme. 	Y	L&D Manager, Mandy Headley / Individual Councillors (Ongoing)	Y
<p>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.</p> <p>Comment: 19/10/23</p> <p>Requires agreement by CMT/ Cabinet</p>				Y	Chair of OSC/ Lead CM CE MO HoS Jan – Mar 24	

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<p>Scrutiny work programmes already agreed for 2023/24. Work around this recommendation needs to be completed by March/April 2024 in readiness to feed into scrutiny work programmes for 2024/25.</p> <p>Propose discussions commence in January 2024.</p>					
<p>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.</p> <p>Comment: 19/10/23</p> <p>Requires agreement by CMT.</p> <p>Propose pick this up as part of discussions relating to Recommendation 1.</p>			Y	CE ACE (DFB) HoS Jan – Mar 24	
<p>Enhancement: Developing a working agreement between Members and Officers to strengthen collaborative relationships, clarify mutual expectations and manage potential areas of conflict.</p> <p>Comment: 19/10/23</p> <p>Requires agreement by CMT.</p> <p>Propose pick this up as part of discussions relating to Recommendation 1.</p>			Y	CE ACE (DFB) HoS Jan – Mar 2024	

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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		
Officer support and organisational culture (Feedback Report Letter – Section 2)						
Issues identified / proposed actions arising	Training and Development support for Officers around the work of scrutiny and the scrutiny function.	2.5	<ul style="list-style-type: none"> Section included on the 'Source' around the role of scrutiny, including legislative background / references to the constitution. 	Y	HoS December 2023	
		2.5	<ul style="list-style-type: none"> Briefings undertaken at Departmental Management Team meetings explaining the function and providing opportunity for questions. <p>Comment: 19/10/23</p> <p>Briefings to take place post agreement of collaborative working arrangements (Recommendation 1)</p>	Y	HoS / Scrutiny Team April / May 2024	

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Issues identified / proposed actions arising			<ul style="list-style-type: none"> Clearer guidance to be issued to officers participating in scrutiny meetings / reviews. <p>Comment: 19/10/23</p> <p>To be in place for next round of scrutiny meetings.</p>	Y	Scrutiny Team November/ December 2023	
	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	<ul style="list-style-type: none"> Development and presentation of effective summaries. <p>Comment: 19/10/23</p> <p>Chairs training may be required to enable the presentation of effective summaries.</p> <p>To be picked up as part of the chair and vice-chair group training. Chairs will however be asked to sum up at appropriate points during discussion from the next round of meetings.</p>	Y	Chairs of Scrutiny / Scrutiny Team Tbc November/ December 2023	

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Issues identified / proposed actions arising	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) cont.		<ul style="list-style-type: none"> Clearer scoping and key lines of enquiry, aligned to purpose of meeting. 	Y	Scrutiny Chairs / Scrutiny Team November/ December 2023	
		2.6	<ul style="list-style-type: none"> Chair summarising discussion and main points at end of each item. <p>Comment: 19/10/23</p> <p>To be picked up as part of the chair and vice-chair group training. Chairs will however be asked to summarise main points from the next round of meetings.</p> <p>This is already taking place at some meetings.</p>	Y	Scrutiny Chairs / Scrutiny Team November/ December 2023	

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Issues identified / proposed actions arising	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	<ul style="list-style-type: none"> • Clearer articulation of scope and focus of topics when requesting information. <p>Comment: 19/10/23</p> <p>To be in place for next round of meetings.</p>	Y	Scrutiny Chairs / Scrutiny Team November/ December 2023	
		2.7 / 2.8	<ul style="list-style-type: none"> • Concise reports <p>Comment:19/10/23</p> <p>This may involve officers having to produce bespoke reports instead of relying on existing material (e.g. previous reports to cabinet).</p> <p>The scrutiny team will endeavour to request information in good time.</p>	Y	Scrutiny Team / Directors / Senior officers November/ December 2023	

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Issues identified / proposed actions arising	Challenges around providing reports and material supporting the work of the committee and commissions cont.	2.7 / 2.8	<ul style="list-style-type: none"> Reports being produced in time for circulation with agenda to allow for sufficient preparation and reading time. <p>Comment:19/10/23</p> <p>This is a legislative requirement. Scrutiny Team will request reports in good time, along with clear deadlines, and will flag issues upwards, where problems exist without good reasons.</p>	Y	Scrutiny Team / Officers November/ December 2023	
		2.7/ 2.8	<ul style="list-style-type: none"> Managing changing expectations or realignment of key lines of enquiry as a scrutiny review progresses <p>Comment: 19/10/23</p> <p>This happens as part of the scrutiny process. Working agreement will clarify expectations.</p>	Y	Scrutiny Chairs / Scrutiny Team	

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Issues identified / proposed actions arising	Challenges around providing reports and material supporting the work of the committee and commissions cont.		<ul style="list-style-type: none"> Accessing information from different parts of the Council in a co-ordinated way. <p>Comment: 19/10/23</p> <p>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 attendance. More detailed discussion with officers as part of scoping exercises may better inform reviews.</p>	Y	Scrutiny Team November/December 2023	
		2.7 / 2.8	<ul style="list-style-type: none"> Ensuring members are familiar with reports/subject matter before designing questions and review enquiries. <p>Comment: 19/10/23</p> <p>Introduction of scrutiny pre meetings will enable this.</p>	Y	Scrutiny Team / Scrutiny Members November/December 2023	

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Issues identified / proposed actions arising	Challenges around providing reports and material supporting the work of the committee and commissions cont.		<ul style="list-style-type: none"> Development of working agreement / protocol to confirm agreed way of working. <p>Comment: 19/10/23</p> <p>To be developed as part of the collaborative working discussion (Recommendation 1)</p>	Y	Chair of OSC/ Lead CM CE MO HoS Jan – Mar 24	
	Repositioning the scrutiny function to emphasise the significance of the strategic elements of the role.	2.11	<ul style="list-style-type: none"> Sharing vision statement and promoting principles. 	Y	2024/25	
			<ul style="list-style-type: none"> Wider range of meetings between scrutiny chairs with senior officers and leaders in the council. 	Y	2024/25	
			<ul style="list-style-type: none"> Working strategically across directorates to access cross-cutting information and insights. 	Y	2024/25	
			<ul style="list-style-type: none"> Sponsoring the development of enhanced scoping, key line of enquiry and recommendation tools. 	Y	2024/25	

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Issues identified / proposed actions arising	Repositioning the scrutiny function to emphasise the significance of the strategic elements of the role cont.		<ul style="list-style-type: none"> Articulating the purpose and added value of scrutiny for wider Council delivery. 	Y	2024/25	
			<ul style="list-style-type: none"> Focusing on trends from national policy agendas and direction to inform scrutiny. 	Y	2024/25	
		2.11	<ul style="list-style-type: none"> Highlighting wider examples of innovation and good practice for scrutiny. 	Y	2024/25	
			<ul style="list-style-type: none"> Supporting officers to prepare for scrutiny and aligning their input with the needs of the committee. 	Y	Scrutiny Team November/December 2023	
			<ul style="list-style-type: none"> Developing a strategic road map for scrutiny with a refreshed focus on impact. <p>Comment: 19/10/23</p> <p>Outcome of collaborative working discussions (Recommendation 1) will inform this (Jan – Mar 2024).</p>	Y	Chair of OSC HoS April/May 2024	

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Issues identified / proposed actions arising			<ul style="list-style-type: none"> Horizon scanning. 	Y	2024/25	
	Repositioning scrutiny function through a development plan	2.12	<ul style="list-style-type: none"> Development plan prepared with provision of support, including coaching and mentoring. 	Y	ACE - ACE HoS 2024/2025	
			<ul style="list-style-type: none"> Consider further resourcing issues to support greater strategic working. <p>Comment: 19/10/23</p> <p>Recruitment to vacant scrutiny officer post to commence November 2023</p>	Y	HoS November 2023	
Recommendation 3: Provide development support and training for Officers across the Council to refresh and enhance their understanding and appreciation of scrutiny.				Y	HoS April / May 2024	

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<p>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.</p> <p>Comment: 19/10/23</p> <p>To be included in discussion around collaborative working (Recommendation 1) in light of potential resource implications.</p>			Y	Scrutiny Team Jan – Mar 2024		
<p>Enhancement: Establishing cross-party pre-meetings for Scrutiny Committees and Commissions as an additional way to support the process.</p>			Y	Scrutiny Team November/ December 2023	Y	
<p>Collaborative approach to scrutiny (Feedback Report Letter – Section 3)</p>						
<p>Issues identified / proposed actions arising</p>	<p>Engaging with local partners and stakeholders to identify key lines of enquiry that can interrogate the impact of local decisions.</p>	<p>3.1 / 3.2</p>	<ul style="list-style-type: none"> Adopting more systematic approaches to community engagement and the identification of local experience. 	Y	Scrutiny Team, 2024/2025	
			<ul style="list-style-type: none"> Identifying examples of innovation / good practice from other local authorities. 	Y	Scrutiny Team, 2024/2025	

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Issues identified / proposed actions arising	Addressing potential barriers to greater collaboration	3.3 / 3.4	<ul style="list-style-type: none"> Exploring different venues for evidence gathering sessions. 	Y	Scrutiny Team 2024/25	
		3.3 / 3.4	<ul style="list-style-type: none"> Access to IT resources for virtual participation. <p>Comment: 19/10/23</p> <p>Provision of virtual participation in place since May 2021.</p>	Y	Scrutiny Team In place	Y
			<ul style="list-style-type: none"> Identifying language and literacy need. 	Y	Scrutiny Team 2024/25	
			<ul style="list-style-type: none"> Considering timing of meetings/sessions. 	Y	Scrutiny Chairs / Scrutiny Team 2024/25	

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Issues identified / proposed actions arising	Addressing potential barriers to greater collaboration cont.		<ul style="list-style-type: none"> Utilising community and voluntary sector to enhance collaborations and support to local people. 	Y	HoS 2024/25	
	Ensuring good communication between different parts of the council when engaging with local partners.	3.5	<ul style="list-style-type: none"> Tapping into the networks of senior officers and cabinet members to identify organisations. 	Y	Scrutiny Team 2024/25	
			<ul style="list-style-type: none"> Keeping cabinet members/senior officers informed of direct engagement with partners. 	Y	Scrutiny Team November/December 2023	
	Mapping of local specialists and partners in Southwark and facilitating expert support for scrutiny members to scope questions and enquiry lines.	3.6	<ul style="list-style-type: none"> Liaise with key officers to develop a mapping document. 	Y	Scrutiny Team 2024/25	
			<ul style="list-style-type: none"> Arrange meetings with chairs and key officers to scope questions and lines of enquiry. 	Y	Scrutiny Team 2024/25	

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Issues identified / proposed actions arising	Enhancing understanding of Health Scrutiny, in a changing context.	3.7	<ul style="list-style-type: none"> • Arrange training and briefings for members involved with health scrutiny to keep them up to date with changing regulations and best practice. <p>Comment: 19/10/23</p> <p>Briefing undertaken with members in June 2023.</p> <p>Additional training to be identified as appropriate.</p>	Y	Scrutiny Team June 2023	Y
	Co-opted Members on scrutiny commissions – enhancing their role	3.8	<ul style="list-style-type: none"> • Produce document setting out roles and expectations of co-opted members. 	Y	Scrutiny Team 2024/25	
			<ul style="list-style-type: none"> • Provide briefings and training for co-opted members as appropriate. 	Y	Scrutiny Team 2024/25	
			<ul style="list-style-type: none"> • Schedule in annual feedback on co-opted member experience. 	Y	HoS May 2024	

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Issues identified / proposed actions arising	Adopting creative approaches to scrutiny, outside of formal meeting process.	3.9 3.10	Consider appropriate approach to evidence gathering – Options: <ul style="list-style-type: none"> Scrutiny in a day 	Y	Scrutiny Chairs / Scrutiny Team	
	Comment: 19/10/23		<ul style="list-style-type: none"> Social Return on Investment participatory scrutiny reviews 	Y	Scrutiny Chairs / Scrutiny Team	
	Provision for different approaches to scrutiny already in place.		<ul style="list-style-type: none"> Field Trips 	Y	Scrutiny Chairs / Scrutiny Team	
	Appropriate approach to be identified as scrutiny reviews take place.		<ul style="list-style-type: none"> Stakeholder mapping and scoping 	Y	Scrutiny Chairs / Scrutiny Team	
			<ul style="list-style-type: none"> Following a fictional service user through the system to map impacts, integration opportunities and barriers 	Y	Scrutiny Chairs / Scrutiny Team	

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Issues identified / proposed actions arising	Adopting creative approaches to scrutiny, outside of formal meeting process cont.	3.9 3.10	<ul style="list-style-type: none"> Task and Finish Groups 	Y	Scrutiny Chairs / Scrutiny Team	
			<ul style="list-style-type: none"> Review of CfGS published resources 	Y	Scrutiny Chairs / Scrutiny Team	
<p>Recommendation 5: Developing a systematic approach to mapping opportunities for community engagement and collaborative approaches including a methodology for identifying local issues for residents.</p> <p>Comment: 20/10/23</p> <p>More focus on different approaches to take place in 2024/25</p>				Y	Scrutiny Chairs / Scrutiny Team 2024/25	
<p>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.</p>				Y	Scrutiny Team 2024/25	
<p>Enhancement: Supporting the co-opted Members through a refreshed support programme identifying their learning and development needs to get the most from their contributions.</p>				Y	Scrutiny Team 2024/25	

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Scrutiny's focus and workplan (Feedback Report Letter – Section 4)						
Issues identified / proposed actions arising	<p>Strengthening the work planning process</p> <p>Comment: 19/10/23</p> <p>OSC and Commission work programmes already agreed for 2023/24.</p>	4.2	<ul style="list-style-type: none"> Use of a consistent work planning tool to support each body to create a balanced work plan. 	Y	<p>Scrutiny Chairs / Scrutiny Team</p> <p>April / May 2024</p>	
	<p>Collaborative working discussion and agreement, resulting in more direction from CMT and Cabinet members will inform some of the scrutiny focus for 2024/25.</p>		<ul style="list-style-type: none"> Focus on key issues where scrutiny can make a significant impact on local people. 	Y	<p>Scrutiny Chairs / Scrutiny Team</p> <p>April / May 2024</p>	
	<p>Some of these actions are already in place, but there will be greater focus on these aspects going into the 2024/25 work planning process.</p>		<ul style="list-style-type: none"> Close working with senior officers and cabinet members to understand the most challenging issues around council delivery and outcomes. 	Y	<p>Scrutiny Chairs / Scrutiny Team</p> <p>April / May 2024</p>	

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Issues identified / proposed actions arising	Strengthening the work planning process cont.	4.2	<ul style="list-style-type: none"> 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 April / May 2024	
			<ul style="list-style-type: none"> Highlighting issues that are high priorities for residents and that reflect their concerns. 	Y	Scrutiny Chairs / Scrutiny Team April / May 2024	
			<ul style="list-style-type: none"> Focusing on only two or three substantive issues per meeting. 	Y	Scrutiny Chairs / Scrutiny Team April / May 2024	

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Issues identified / proposed actions arising	Strengthening the work planning process cont.	4.2	<ul style="list-style-type: none"> Link work planning to the scoping process. 	Y	Scrutiny Chairs / Scrutiny Team April / May 2024	
	Improving scoping process for individual reviews	4.4	<ul style="list-style-type: none"> Utilise support from officers to map topics and identification of potential issues to scrutinise. 	Y	Scrutiny Chairs / Scrutiny Team April / May 2024	
			<ul style="list-style-type: none"> 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 April / May 2024	

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Issues identified / proposed actions arising	Accessing, assessing and triangulating different forms of data. Comment: 19/10/23 To be actioned as appropriate. In place already, but greater focus to take place in 2024/25, taking account of new working practices arising from the review.	4.5	Receive evidence/review as appropriate: <ul style="list-style-type: none"> The voice, concerns, and experience of local people. 	Y	OSC / Commissio ns / Scrutiny Team 2023/24 – Ongoing	
			<ul style="list-style-type: none"> Plans and decisions of senior leaders. 	Y	OSC / Commissio ns / Scrutiny Team 2023/24 – Ongoing	
			<ul style="list-style-type: none"> Frontline experience of delivering services. 	Y	OSC / Commissio ns / Scrutiny Team 2023/24 – Ongoing	

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Issues identified / proposed actions arising	Accessing, assessing and triangulating different forms of data cont.	4.5	<ul style="list-style-type: none"> Evidence of outcomes and impact – including finance, quality, risk and sustainability. 	Y	OSC / Commissio ns / Scrutiny Team 2023/24 – Ongoing	
			<ul style="list-style-type: none"> Wider survey of literature on good practice, policy frameworks and research. 	Y	OSC / Commissio ns / Scrutiny Team 2023/24 – Ongoing	
	Receiving support to design challenging questions that highlight and probe different sources.	4.6	<ul style="list-style-type: none"> Identify training for Members on key questioning skills. 	Y	HoS /CfGS November 2023	

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Issues identified / proposed actions arising	Receiving support to design challenging questions that highlight and probe different sources cont.	4.6	<ul style="list-style-type: none"> Liaise with officers on relevant subject matter with a view to preparing questions. <p>Comment: 19/10/23</p> <p>Agenda planning and scrutiny pre-meetings will inform this process.</p>	Y	Scrutiny Team November/December 2023	
	Integrating frontline experiences to highlight the performance and quality of service.	4.6	<ul style="list-style-type: none"> Explore how to achieve this at CfGS facilitated workshop. <p>Comment: 19/10/23</p> <p>Facilitated workshop no longer taking place, but will follow up with CfGS.</p>	Y	Scrutiny Team 2024/25	
			<ul style="list-style-type: none"> Consult with other local authorities around this process. 	Y	Scrutiny Team 2024/25	

CfGS Issues identified / Recommendations and suggested enhancements to scrutiny process		Para.	How can this be achieved / Proposed actions	Adopted? (Y/N)	Action by / When	Actioned ?
Issues identified / proposed actions arising	Scrutinising Council performance for the benefit of accountability.	4.7 / 4.8	<ul style="list-style-type: none"> 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 March Council Assembly	
	Strengthening the focus of cabinet member interviews to enable effective preparation.	4.9	<ul style="list-style-type: none"> Make clear to cabinet members, areas of interest in advance. 	Y	Scrutiny chairs / Scrutiny Team November/ December 2023	
			<ul style="list-style-type: none"> Provide cabinet members with questions in advance. 	Y	Scrutiny chairs / Scrutiny Team November/ December 2023	

CfGS Issues identified / Recommendations and suggested enhancements to scrutiny process		Para.	How can this be achieved / Proposed actions	Adopted? (Y/N)	Action by / When	Actioned ?
Issues identified / proposed actions arising	Agreeing formal process for pre-decision scrutiny Comment: 19/10/23	4.10	<ul style="list-style-type: none"> Draw upon CfGS case studies and guidance around pre-decision scrutiny. 	Y	HoS Jan-Mar 2024	
	To form part of collaborative working discussion Jan – Mar 2024		<ul style="list-style-type: none"> Establish in advance emerging issues where pre-decision scrutiny may be appropriate. 	Y	HoS Jan-Mar 2024	
			<ul style="list-style-type: none"> Consider process(s) for enabling identification of issues. 	Y	HoS Jan-Mar 2024	
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	HoS April/May 2024	
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	2024/25	
Enhancement: Continue to develop an approach to pre-decision scrutiny in collaboration with Cabinet and Officers.				Y	HoS Jan – Mar 2024	

CfGS Issues identified / Recommendations and suggested enhancements to scrutiny process	Para.	How can this be achieved / Proposed actions	Adopted? (Y/N)	Action by / When	Actioned ?	
Enhancement: Supporting Members to design effective challenge questions using triangulated evidence and data to enhance accountability.			Y	Scrutiny Chairs/ Scrutiny Team 2024/25		
Scrutiny committee structure and scheduling (Feedback Report Letter – Section 5)						
Issues identified / proposed actions arising	Considering the use of task and finish groups as part of a wider spectrum of creative methods.	5.3	<ul style="list-style-type: none"> Establish situations / circumstances where task and finish groups might be appropriate and feed into the scrutiny process. 	Y	Scrutiny Chairs/ Scrutiny Team 2024/25	
	Managing scrutiny workload.	5.4	<ul style="list-style-type: none"> Use of work planning, prioritisation, member education sessions and pre-meetings to manage demands. 	Y	Scrutiny Chairs/ Scrutiny Team 2023/24	

CfGS Issues identified / Recommendations and suggested enhancements to scrutiny process		Para.	How can this be achieved / Proposed actions	Adopted? (Y/N)	Action by / When	Actioned ?
Issues identified / proposed actions arising	Scrutiny Call-in Process and enhancing the call-in procedure.	5.6 / 5.7	<ul style="list-style-type: none"> Review current call-in process against the CfGS guidance once issued. <p>Comment 21/11/23</p> <p>Current call-in process reviewed against guidance and benchmarking with other London Local Authorities. Report being finalised and will be presented to council assembly for approval in February 2024.</p>	Y	HoS February 2024	
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.				Y	Chair of OSC/ Scrutiny Team 2024/25	
Recommendation 9: Review the call-in procedure based on benchmarking and examples of good practice.				Y	HoS February 2024	

CfGS Issues identified / Recommendations and suggested enhancements to scrutiny process	Para.	How can this be achieved / Proposed actions	Adopted? (Y/N)	Action by / When	Actioned ?	
Scrutiny's output and impact (Feedback Report Letter – Section 6)						
Issues identified / proposed actions arising	Developing effective recommendations and tracking their impact.	6.3	<ul style="list-style-type: none"> Focus recommendations on a small set of priorities. 	Y	Scrutiny Chairs 2023/24	
			<ul style="list-style-type: none"> Ensuring recommendations are clear and focused using SMART approaches (specific, measurable, actionable, realistic, and timetabled). 	Y	Scrutiny Chairs / Scrutiny Team 2023/24	
			<ul style="list-style-type: none"> Testing draft recommendations with officers to ensure issues are understood and factually correct. 	Y	Scrutiny Chairs / Scrutiny Team 2023/24	
			<ul style="list-style-type: none"> Reviewing the impact and learning from recommendations over set time periods through regular agenda items. 	Y	Scrutiny Chairs / Scrutiny Team 2024/25	

CfGS Issues identified / Recommendations and suggested enhancements to scrutiny process		Para.	How can this be achieved / Proposed actions	Adopted? (Y/N)	Action by / When	Actioned ?
Issues identified / proposed actions arising	Developing effective recommendations and tracking their impact cont.	6.3	<ul style="list-style-type: none"> Revisiting previous scrutiny reviews to identify work that has already been done, to inform future scrutiny. 	Y	Scrutiny Chairs / Scrutiny Team 2023/24	
			<ul style="list-style-type: none"> Ensuring a clear protocol with Cabinet to agree the process for considering and responding to scrutiny recommendations. <p>Comment: 20/10/23</p> <p>To form part of collaborative working discussion Jan – Mar 2024</p>	Y	Chair of OSC/ Lead CM CE MO HoS Jan – Mar 24	
			<ul style="list-style-type: none"> Sharing recommendations with external partners, where applicable. 	Y	Scrutiny Team As appropriate.	

CfGS Issues identified / Recommendations and suggested enhancements to scrutiny process		Para.	How can this be achieved / Proposed actions	Adopted? (Y/N)	Action by / When	Actioned ?
Issues identified / proposed actions arising	Developing effective recommendations and tracking their impact cont.	6.3	<ul style="list-style-type: none"> Collecting additional evidence and feedback to identify the impact of recommendations. 	Y	Scrutiny Chairs/Scrutiny Team 2024/25	
	Evidence of tracking recommendations dispersed across a range of documents.	6.4	<ul style="list-style-type: none"> 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 December 2023	
	Taking a joined up system wide approach to cross-cutting issues.	6.5	<ul style="list-style-type: none"> Cross cutting-issues being reserved to overview and scrutiny committee. <p>Commission chairs are part of its membership.</p>	Y	Chair of OSC 2023/24	Y
	Development of a 'Mission Statement' to raise awareness and esteem of scrutiny process.	6.6	<ul style="list-style-type: none"> Liaison with other local authorities. 	Y	Chair of OSC / HoS Jan – Mar 2024	

CfGS Issues identified / Recommendations and suggested enhancements to scrutiny process		Para.	How can this be achieved / Proposed actions	Adopted? (Y/N)	Action by / When	Actioned ?
Issues identified / proposed actions arising	Development of a 'Mission Statement' to raise awareness and esteem of scrutiny process cont.		<ul style="list-style-type: none"> Working with scrutiny members, cabinet members, officers and other stakeholders in developing a statement. <p>Comment: 20/10/23</p> <p>To form part of collaborative working discussion Jan – Mar 2024</p>	Y	Chair of OSC / HoS May 24	
	Scrutiny holding itself to account for its work and impact.	6.7 / 6.8	<ul style="list-style-type: none"> Annual report process 	Y	Chair of OSC / HoS May 25	
			<ul style="list-style-type: none"> Accessing self-assessment tools available from CfGS to support review process. 	Y	HoS December 2023	
Recommendation 10: Focus on smaller sets of high-quality recommendations from scrutiny reviews.				Y	Scrutiny Chairs 2023/24	

CfGS Issues identified / Recommendations and suggested enhancements to scrutiny process	Para.	How can this be achieved / Proposed actions	Adopted? (Y/N)	Action by / When	Actioned ?
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 2024/25	
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 2024/25	
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 May 24	
Enhancement: Use a self-assessment tool to support the annual review and evaluation of scrutiny.			Y	HoS 2024/25	

CfGS Issues identified / Recommendations and suggested enhancements to scrutiny process	Para.	How can this be achieved / Proposed actions	Adopted? (Y/N)	Action by / When	Actioned ?	
Chairing, member development and meeting preparation (Feedback Report Letter – Section 7)						
Issues identified / proposed actions arising	Continuing chair development and direct support to strengthen the role.	7.4	<ul style="list-style-type: none"> Meeting with chairs and establishing development needs and arranging training as appropriate. 	Y	HoS/L&D November/December 2023	
			<ul style="list-style-type: none"> Providing chairs with quality briefings and information to enable them to keep abreast of subject matters and relevant considerations. 	Y	Scrutiny Team 2024/25	
	Member education, master classes' and briefing sessions outside of formal scrutiny sessions.	7.7	<ul style="list-style-type: none"> Use scoping and work planning tools to identify and schedule briefing sessions. 	Y	Scrutiny Team 2024/25	
	Pre-meetings before formal scrutiny sessions to co-ordinate activities.	7.8	<ul style="list-style-type: none"> Arrange pre-meetings as appropriate. 	Y	Scrutiny Team November/December 2023 onwards	

CfGS Issues identified / Recommendations and suggested enhancements to scrutiny process	Para.	How can this be achieved / Proposed actions	Adopted? (Y/N)	Action by / When	Actioned ?
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	
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 2024/25	
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.	
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 2024/25	

CfGS Issues identified / Recommendations and suggested enhancements to scrutiny process	Para.	How can this be achieved / Proposed actions	Adopted? (Y/N)	Action by / When	Actioned ?	
Public engagement (Feedback Report Letter – Section 8)						
Issues identified / proposed actions arising	Exploring and experimenting with ways to allow greater access, openness, and involvement with the public	8.1	<ul style="list-style-type: none"> • Site visits in the community. 	Y	2024/25	
	Comment: 20/10/23		<ul style="list-style-type: none"> • Inviting the public to offer ideas for work plans. 	Y	2024/25	
	Looking to see how the proposed Neighbourhoods model develops, and relationship with scrutiny		<ul style="list-style-type: none"> • Use of social media channels for resident input. 	Y	2024/25	
			<ul style="list-style-type: none"> • Communicating the progress and impact of scrutiny. 	Y	2024/25	

Everton Roberts, Head of Scrutiny

Dated: 21 November 2023