

# SOUTHAMPTON CITY COUNCIL

# OVERVIEW & SCRUTINY

# ANNUAL REPORT 2024/25



# CONTENTS

Chair's Introduction .....	3
The Purpose and Functions of Overview & Scrutiny .....	4
Overview and Scrutiny Management Committee .....	5
Health Overview and Scrutiny Panel .....	7
Children and Families Scrutiny Panel .....	9
Scrutiny Inquiry Panel.....	11
Getting Involved .....	13

# Chair's Introduction

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**Councillor Blackman**

**Chair of the Overview and Scrutiny Management Committee – (OSMC) 2024/25**

The recently published Corporate Peer Challenge, whilst acknowledging room for improvement, recognised how active scrutiny is in Southampton and how engaged members are. As we reflect on the findings and look to enhance the effectiveness of the function, we should not lose sight of the positive contribution scrutiny makes to the city each and every year.

In 2024/25, scrutiny by the Health Overview and Scrutiny Panel (HOSP) and the Overview and Scrutiny Management Committee (OSMC) of proposals relating to residential respite provision led to the Cabinet revising their approach and listening to the views of those who use, provide and rely on the services. This was scrutiny at its best. Providing a critical friend challenge, led by independent minded councillors taking responsibility for their role, amplifying the voices and concerns of residents to drive improvement in council funded services by exposing a decision that could have resulted in poorer outcomes for vulnerable residents.

Other examples include the proactive approach by the Children and Families Scrutiny Panel's (CFSP) to develop relationships with Principals and Headteachers of Post 16 providers in the city to better understand their contribution to Southampton's prosperity and using their influence to encourage providers to work with the council to address gaps in provision to support our population who are NEET (Not in Education, Employment or Training).

We should also not underestimate the impact the inquiry's led by the Scrutiny Inquiry Panel have on outcomes and the profile and reputation of the city and the council. Last year's Private Rented Sector inquiry has been a catalyst for improving the council's enforcement approach and has led to a deepening of our relationship with academics from the University of Southampton who are now acting in an advisory capacity. This year's gambling harms inquiry has identified the devastating impact that gambling is having on Southampton and has brought partners from across the city together to explore the development of a multi-agency gambling harms reduction programme.

These examples have not distracted the Panels and Committee from providing oversight of the Council's transformation programme and financial challenges. Given the financial predicament this has been a priority for all of us this municipal year and will remain a focus next year. Reflecting good practice, I do however expect members of the various Panels and Committees to be provided with the opportunity to challenge and influence budget proposals in a timelier manner in 2025/26.

To avoid duplication and improve effectiveness, Committee Chairs have met on occasions to co-ordinate work programmes of the Audit, Governance and Overview & Scrutiny Committees. In this spirit, it has been agreed that the Governance Committee is best placed to lead on local government re-organisation and devolution, whilst consideration is being given to the establishment of a time limited scrutiny panel to oversee the improvement of housing services and estate regeneration.

I am grateful to members of the various scrutiny panels for their dedication and input throughout the year. I am also grateful to the local groups, national organisations, and individuals who have attended meetings, either in person or virtually, and provided evidence for elected members to consider. I am also appreciative of the continued support from Cabinet Members and council officers to effective scrutiny in Southampton. Long may this continue.

# The Purpose and Functions of Overview & Scrutiny

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## Decision making context

The Full Council of 51 councillors approves the policy framework which sets out the key policies and programmes for the main services provided by the Council. In February or March each year Council meets to set the Council Tax for the following year.

The Executive make decisions relating to services provided by the Council, except for those matters which are reserved for decision by full Council, and planning and licensing matters which are dealt with by specialist regulatory panels. The Executive is made up of a Leader, elected by Council, and their appointed Cabinet Members.

The Scrutiny function helps to inform the decision making process and improve the way the Council works. Scrutineers assess what impact the Executive's policies and plans will have on the city and its residents.

Scrutiny is a process for:

- Holding the Cabinet, chief officers and senior members of staff to account for the discharge of its functions by examining, challenging and, if necessary, requesting changes to executive decisions made but not yet implemented.
- Scrutinising and reviewing policies and practices within a cross-service remit, assisting in the development of such policies and practices and scrutinising policy outcomes – e.g. the implementation of strategic priorities.
- Reviewing decisions and policies made by the Executive and considering whether they are right for the city.
- Assessing the council's performance against its planned targets and monitoring critical success factors.
- Reviewing the work of other partnerships and public sector organisations in the city, particularly the Safe City Partnership and health providers and commissioners.
- Championing issues of local concern to residents and contributing to policy development and service improvement.

## Overview & Scrutiny Management Committee (OSMC)

The OSMC is a parent committee that manages the overview and scrutiny process and meets on a monthly basis. The membership of the OSMC is appointed for the municipal year at the Annual Council meeting in May.

There are a number of Scrutiny Panels that support the work of the Executive and the council as a whole. The Scrutiny Inquiry Panel carries out a work programme of scrutiny inquiries approved by the OSMC. These arrangements allow citizens to have a greater say in council matters by holding public inquiries into matters of local concern. These member led inquiries lead to reports and recommendations which advise the Executive and the council as a whole on its policies, budget and service delivery.

In addition, the Health Overview and Scrutiny Panel undertakes the statutory scrutiny of health and adult social care agencies in Southampton, and the Children and Families Scrutiny Panel scrutinises services for children and families in the city, including education.

The OSMC also monitors the decisions of the Executive and can 'Call-In' a decision which has been made by the Executive but not yet implemented. This enables them to consider whether the decision is appropriate.

## Councillor Call for Action

Enables all councillors to refer single ward issues, or 'local government matters', to the OSMC.

## Scrutiny Panels 2024/25

- Health Overview and Scrutiny Panel
- Children and Families Scrutiny Panel
- Reducing Gambling-Related Harms in Southampton - Scrutiny Inquiry Panel

# Overview and Scrutiny Management Committee

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**Councillor Blackman**

**Chair of the Overview & Scrutiny Management Committee (OSMC) - 2024/25**

## **Committee Members**

Councillor Powell-Vaughan (Vice-Chair)

Councillor Evemy

Councillor Y Frampton

Councillor Harwood / Councillor Stead (pre-April)

Councillor Kloker

Councillor Leggett

Councillor McManus

Councillor Renyard

## **Appointed Members – Church Representatives**

Mrs Catherine Hobbs

Mr Rob Sanders

2024/25 was a year in which the Committee sought to focus on a few priority areas, but inevitably the agenda included a range of items that could not be foreseen at the start of the year. On a couple of occasions, reflecting the significance of the issues, the OSMC dedicated entire agendas to a single subject matter. This enabled connections to be explored and may be repeated in future years.

## **Transformation and Council finances**

With the financial sustainability of the Council predicated on the successfully delivery of the transformation programme, the Committee understandably devoted 3 meetings of the year to scrutinising the transformation programme alongside the Medium-Term Financial Strategy updates. The OSMC reviewed the programme in its entirety with lines of enquiry focusing on value for money, risk, performance, and the impact of the transformation activity on vulnerable residents.

The success to date implementing Phase 1 of the transformation programme must be applauded. Savings have been delivered, and services have been transformed but the Committee recognises that financial challenges remain, and the Council needs to show the same discipline in 2025/26 to deliver the savings incorporated into the revenue budget and eliminate the structural deficit.

## **Housing**

Following problems identified in the Private Rented Sector Inquiry and during discussions on homelessness the previous year, concerns relating to housing in Southampton pre-dated the publication of the judgement from the Regulator of Social Housing on 27 November 2024 that *'there are serious failings in the landlord delivering the outcomes of the consumer standards and significant improvement is needed.'*



**Regulator of  
Social Housing**

At a 'housing special' the Committee considered the uninspiring response to the Private Rented Sector Inquiry, the Additional HMO Licensing Scheme, expenditure of Right to Buy receipts to purchase properties and a proposal for the Council to lease properties directly from owners and using them as temporary accommodation. This was followed by scrutiny of the regulators report, and the Council's improvement plan at the subsequent meeting in December 2024.

The damning report from the regulator exposed a culture of ineffective management and poor performance over a period of time. The level of criticism surprised the Committee, a reflection that scrutiny, mirroring the Council Executive, has not provided adequate oversight of this service area. It is intended that this is addressed in 2025/26.

## **Adult Learning Disability - Residential Respite Provision**

On a couple of occasions in 2024/25, after initial consideration at HOSP, the OSMC scrutinised proposals to change how residential respite services for adults with learning disabilities are provided. The discussion in January resulted in the Committee unanimously agreeing to recommend that Cabinet postpone the decision to enable the exploration of alternative options. Cabinet supported this recommendation and returned to the Committee in April with amended proposals that aligned with the feedback from the consultation.

My thanks to all the parents / carers and providers who spoke passionately on this emotive issue and to the Executive who listened to the concerns raised at scrutiny and amended their approach.

## **Economic Development / City Renaissance**



Southampton's Renaissance Vision was launched by the Leader in February 2025. To improve understanding of growth plans for the city and how various initiatives are connected, this ambitious long-term plan was discussed at the March meeting of the Committee alongside a number of initiatives underpinning economic development. This included the Asset Development & Disposal Programme, flood mitigation, skills, local government re-organisation / devolution, key development sites and Phase 2 of the transformation programme.

The Committee welcome the opportunity to consider the Growth and Prosperity Plan when drafted to help visualise how the various strategies and plans are aligned to deliver the city's ambitions. City renaissance is required, through scrutiny of policies and approaches, OSMC will play its part in helping to deliver it.

## **The use of Call-In**

Two items were called in by the OSMC this year. In December the closure of Startpoint Sholing Nursery was called in, followed by the decision to introduce parking charges for suburban car parks in February. On both occasions the proposals ignored the overwhelming opposition expressed in the consultation. At the Startpoint Sholing meeting representation was made by Trade Unions and staff but for both call-ins the Committee did not recommend that the Executive reconsider the item.

## **Procurement**

One of the Council's most high-profile contracts, the Highways Contract, expires on 30<sup>th</sup> September 2025. The Committee had not had the opportunity to review the procurement process until I insisted on a discussion on the options at the February OSMC meeting. The desire to have oversight of the procurement of our key contracts was outlined at the meeting and, to support greater transparency, a new approach to communicating key timelines for procurement activity was agreed.

## **Key issues for 2025/26**

Whilst the Committee will not lose sight of the necessity to scrutinise the impact of transformation measures on services, and the size and shape of the Council in 2025/26, or the need to examine the emerging City Plan, Corporate Plan, Housing Strategy and Growth & Prosperity Plan, I anticipate issues such as the future of Woodmill and SWAC, and Portswood's bus gate trial will also feature prominently on the OSMC work programme.

The forthcoming new Corporate Plan provides an opportunity to review the corporate dataset available to scrutinise performance. Echoing concerns raised in the Corporate Peer Challenge, in its current form it is not conducive to effectively holding the Executive to account. With greater financial stability I also expect the Committee to be involved much earlier on in reviewing budget proposals next year to enable the Committee to sense check and inform the plans.

# Health Overview and Scrutiny Panel

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**Councillor Payne**

**Chair of the Health Overview & Scrutiny Panel – 2024/25**

## **Panel Members (April 2025)**

Councillor Houghton (Vice-Chair)

Councillor Gravatt

Councillor Greenhalgh

Councillor Kenny

Councillor Noon

Councillor Renyard

This has been a year in which the health and care sector serving Southampton has sought to improve outcomes whilst navigating rising demand and financial constraints. This conundrum has seen the introduction of new strategies, projects, initiatives, and transformation programmes. Regarding health services, we are also mindful of the major changes that will result from the abolition of NHS England and the forthcoming NHS 10 Year Plan will also have a major impact on local services.

As noted last year, whatever the issue, members have sought to consider each of these developments through the prism of the health outcomes and inequalities in Southampton.

## **Health Determinants Research Collaboration (HDRC)**

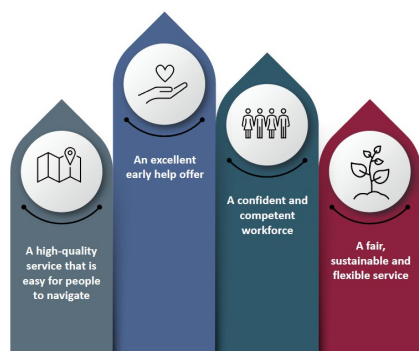
To address health challenges in the city, Southampton City Council has been awarded a £5m grant, over a five-year period, for the HDRC scheme. This presents the Council with an opportunity to be more evidence-informed in its decisions on the projects that impact on health and inequalities.

At the June 2024 meeting the Panel explored opportunities to use the funding to work with partners and communities to develop our research capacity and embed a culture of using firm evidence when making decisions on the building blocks of health.

In recognition of the potential of this programme to improve health outcomes, and reduce health inequalities in Southampton, by, for example, modifying commissioned services to better meet the needs of our population, it is the Panel's intention to have regular oversight of the HDRC to help realise the potential of this programme to make Southampton a healthier place to live and work.

## **Adult Social Care**

Understandably, with £17.25m savings earmarked to be delivered through service transformation and significant performance challenges to address, scrutiny of Adult Social Care has been a priority for the Panel in 2024/25. Every other meeting has been dedicated to reviewing the provisional performance dataset, and progress against the four transformation programmes - Living and Ageing Well; Whole Life Pathway; Service Productivity and Redesign; and Commissioning.



The scale of the challenge was demonstrated when the Panel considered the issues of no criteria to reside (formerly known as delayed transfers of care) and residential respite for adults with learning disabilities. The Panel is supportive of the transformation programme and recognises the opportunity to reduce costs and improve outcomes through the agreed approach, however, it is essential that, when considering the transformation proposals, the impact of service change on vulnerable Southampton residents is the primary focus of the Panel.

This focus was evident when service users and parents/carers filled Conference Rooms 3 & 4 and were invited to inform the committee about the potential impact of proposals to restructure residential respite provision. The Panel is committed to hearing public views and to provide a 'critical friend' challenge when scrutinising the Adult Social Care transformation programme.

### **NHS Services – Primary Care**

The Panel also examined primary care, mental health, community and acute services in 2024/25. In primary care, access remains a concern whether referring to NHS Dentistry or GP Practices. While access continues to improve, recruiting and retaining dentists is still challenging, and demand for GP services continues to exceed capacity. The introduction of mobile dental units in 2024 has been beneficial, especially in communities experiencing health inequalities. Additionally, the success of the Pharmacies First initiative, where take-up rates are higher than in other parts of England, has relieved pressure on GP services.

The Panel hopes that reforms to the national contract will aid the position with regards to NHS dentistry when introduced by the Government. For GP services, the proposed introduction of Integrated Neighbourhood Teams – multi-disciplinary teams providing targeted support based on the needs of local communities – could improve how primary care works in the future to better meet the needs of local people. The approach will be piloted in Southampton and the Panel is keen to ensure that the trial schemes are guided by local experience, knowledge of our diverse communities, and are aligned to Children's Services and Learning.

### **NHS Reorganisation**

The formal establishment of Hampshire and Isle of Wight Healthcare NHS Foundation Trust took place on 1 October 2024. It provides the majority of NHS community, mental health, and learning disability services for people of all ages across Hampshire and the Isle of Wight. The aim of bringing these services into a single organisation is to enable more consistent care with reduced unwarranted variation, more equitable access to services irrespective of postcode, and a more sustainable workforce and services.

To deliver the aims, it is expected that there will be changes to service provision in Southampton. However, the publication of the new Trust strategy, and associated action plans, has been delayed due to the announcement from the Secretary of State abolishing NHS England, along with the anticipated demands on NHS organisations to substantially reduce expenditure, particularly on non 'front line' services. The Panel is expected to discuss the impact of the NHS reforms with the Trust and Integrated Care Board early in the 2025/26 municipal year. The HOSP will take careful note of the current health inequalities in Southampton when recommendations are being formed.

### **Key issues for 2025/26**

Oversight of Adult Social Care performance and transformation will remain a priority of the Panel in 2025/26, and the announcement that the Care Quality Commission will soon inspect the Council will enable the Panel to consider a fresh perspective of the service from the independent regulator.

Alongside the fallout from the announcement about NHS England and the anticipated 10-year NHS Plan, consideration of how the newly established NHS Trust responds to the stated ambition of providing more equitable access to services will be explored. The pressure on mental health services remains a concern. A visit by the Panel to the newly opened South of England Rehabilitation Centre at Western Hospital provided insight into the issue of rehab services in the city, and it may be beneficial for similar visits by the Panel to mental health services to develop a greater understanding of how effective these services are at meeting the needs of our population.



# Children and Families Scrutiny Panel

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**Councillor Barnes-Andrews**

**Chair of the Children & Families Scrutiny Panel – 2024/25**

**Panel Members (March 2025)**

Councillor Webb (Vice-Chair)  
Councillor Allen  
Councillor Beaurain

Councillor Chapman  
Councillor Y Frampton  
Councillor G Lambert

**Church Representatives**

Mrs Catherine Hobbs

Mr Rob Sanders

Following the good, with outstanding leadership, Ofsted judgement for Southampton's Children's Services in 2023, the Panel understandably pivoted in 2024/25 from prioritising oversight of safeguarding services to scrutinising areas where performance required improvement, services were being transformed, risks had been elevated, or where the Panel's focus could help to support the service to improve outcomes for children and young people in Southampton.

## Education

Primarily reflecting concerns about educational outcomes, at half of the Panel meetings this year the agenda included an item on education in Southampton. The discussions covered the spectrum of services provided by the Council and partners for children and young people in Southampton from those aged 9 months to 18+.

## Early Years & Childcare

Nationally, with numerous councils expressing concern about sufficiency of places to meet the extended entitlement to childcare, in August the Panel reviewed the supply of good quality, flexible, affordable childcare choices in Southampton.



Whilst concerns exist around sustainability, recruitment, retention and SEND provision, the Panel were informed that 99% of Southampton's early years providers in Southampton had been inspected and rated as 'Good or Outstanding' by Ofsted, and that the Council had successfully discharged its statutory duties in meeting its agreed targets with the DfE for the expansion of early years childcare places for March 2024 and for September 2024. Furthermore, it has plans already in place with the sector to develop the places needed for September 2025.

## Attendance and Attainment

Educational attainment levels in Southampton continue to fall below national standards. In recognition of the established links between attendance and attainment the Panel considered the 'Southampton Is All In' initiative. This project is designed to raise the profile of educational engagement across the city, with the goal of seeing all of our young people engaged in appropriate education, employment or training, to set them up for successful adult lives. The focus on attendance is welcome, and whilst the Panel recognise that results will not improve instantly, it is hoped that the additional profile and support will deliver positive outcomes. Reflecting the scale of the challenge, the Panel will continue to monitor school attendance and scrutinise the engagement with 'Southampton is All In' moving forward and encourage wider participation with the initiative across the city.

## **Post 16 education**

Site visits by the Panel to all the Post 16 providers in the city preceded the discussion in March on Post 16 outcomes and NEETS. The visits provided members with additional insight and understanding of the colleges and schools, demonstrated that there is more to Post 16 than A-level results, and highlighted the important contribution they make to the city's prosperity. The conversation with Principals and Headteachers raised the opportunity to look more creatively at addressing the gaps in provision to support our NEET population and how to engage with our Renaissance Board to help deliver the city's vision for economic growth.

## **Transformation**

# **adapt | grow | thrive**

With expected savings of £15.35m identified through transformation across Children's Services and Learning, the Panel provided oversight to several transformation projects in 2025/26, including:

### **School Travel Service**

The Panel were appraised of the significant progress achieved by the School Travel Service through service redesign. This had helped to deliver financial efficiencies that are forecast to rise to £3.17m in 2025-26. Whilst recognising these achievements, to ensure sustainability, the Panel encouraged additional focus on supporting children to access active travel options.

## **Performance**

The Panel continues to use performance data to scrutinise children's services in Southampton. This detailed analysis of monthly dataset remains vital to holding services to account for the outcomes experienced by vulnerable children and young people across the city, helps to identify if budget and transformation targets are being met, and can highlight areas where additional focus is required.

The Panel's increasing ability to identify areas of risk and concern through scrutiny of the dataset, has resulted in requests to the service for audits to be undertaken to improve understanding and identify opportunities for improvement. In 2025/26 the Panel has sought analysis of re-referrals and assessments, the use of Section 20, and repeat child protection plans. The audits have been welcomed by the service, have provided assurance to the Panel and officers, and have given rise to actions that have been incorporated into practice standards and should result in fewer children being referred on numerous occasions and fewer children requiring child protection plans.

## **Key issues for 2025/26**

Scrutiny of transformation projects will continue. Our programme will include a focus on fostering, family safeguarding, education outcomes and implementation of the SEND plan developed after the 2024 Ofsted SEND inspection. We'll have oversight of 'Aiming Higher', the service's plan to move from good to outstanding, ensuring high-quality frontline practice and managing risk effectively.

Conversations with Southampton Headteachers have raised concerns about the school capital programme, particularly delays to vital projects and how this is communicated. This issue is scheduled for consideration at the June 2025 meeting.

I am also keen for the Panel to undertake more site visits as this helps to hear clearly the voice of the child in discussions and reduces reliance on officers attending Panel meetings.

We know that care leavers find difficulties in gaining apprenticeships and decent housing and we will follow the progress in this area. We'll also continue to support young people from The Hub by asking Opportunity Brews to provide refreshments for our meetings.

# Scrutiny Inquiry Panel



**Councillor Cooper**

**Chair of the Scrutiny Inquiry Panel – 2024/25**

## **Panel Members (May 2025)**

Councillor Webb (Vice-Chair)

Councillor Greenhalgh

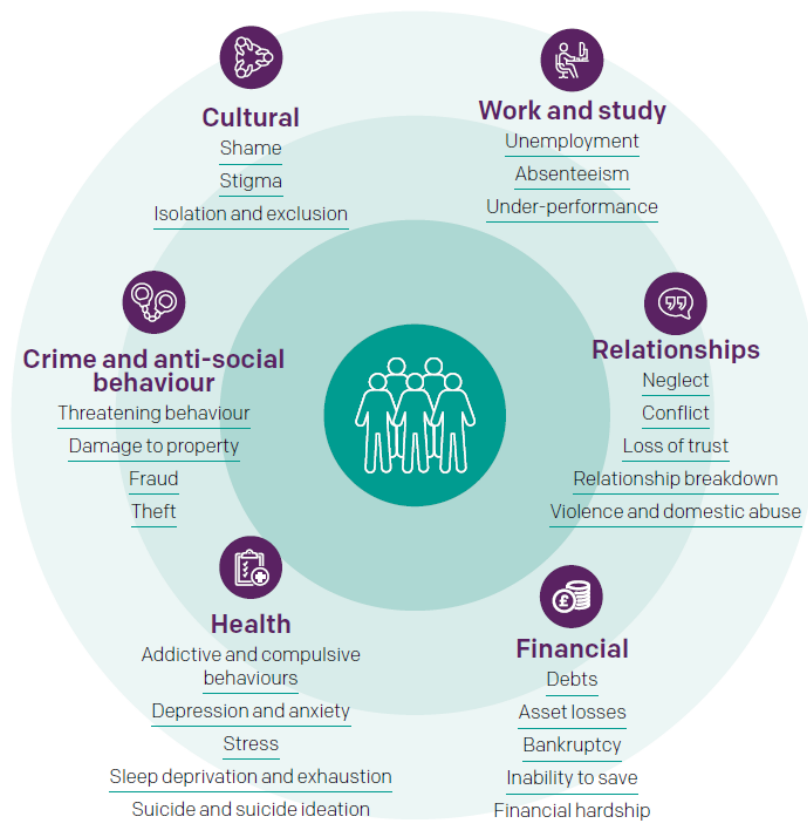
Councillor Percival

Councillor Powell-Vaughan

According to the Gambling Commission's 2024 Gambling Survey for Great Britain, nearly half of adults in Great Britain had gambled at least once in the previous four weeks. The most popular activities were lottery participation, followed by scratch cards, betting and online instant games, with 'fun/enjoyment factor' and 'monetary reasons' cited as key motivators.

Many people gamble and experience no adverse consequences. Many others, however, experience harms from their engagement with gambling. The 2021 Public Health England Gambling-related Harms Evidence Review identified a range of harms associated with gambling, broadly categorised as financial, relationship, health, employment and education, and criminal behaviour, with an estimated overall annual cost, comprised of direct costs to the UK government and intangible societal costs, of £1.05 to £1.77 billion.

## **The impact of gambling-related harms**



Source – Gambling Harms in Greater Manchester – Strategic Needs Assessment, May 2022

There is limited local data on the numbers affected by gambling-related harms but, depending on the survey, the estimated number of adults experiencing harmful gambling in Southampton is between 6,160 and 31,900. An estimated 15,053 adults in Southampton are adversely affected by someone else's gambling.

Given the prevalence of gambling, the considerable societal costs arising from the harms associated with it, and examples of good practice designed to address gambling-related harms, the OSMC recommended, at the October 2024 meeting, that an inquiry focussing on reducing gambling-related harms in Southampton be undertaken by the Scrutiny Inquiry Panel.

## Consultation

The Scrutiny Inquiry Panel undertook the inquiry over 5 evidence gathering meetings. The Panel received information from residents with lived experience as well as representatives from a wide variety of organisations, including NHS Southern Gambling Service, Gambling Commission, University of Southampton, University of Glasgow, ADPH North East, Betknowmore UK, GamFam, Greater Manchester Combined Authority, London Borough of Haringey, Office for Health Improvement and Disparities, Aston University, Citizens Advice Southampton, NHS Hampshire and Isle of Wight and Southampton City Council.

## Findings and conclusions

Information presented to the Inquiry Panel has identified that:

- Gambling is causing significant harm in Southampton, and it is now time for Southampton City Council to acknowledge that gambling harm is present and that it has a strategic intent to use the tools available, and the best practice identified from other authorities, to reduce the harm that comes from gambling in Southampton.
- In line with the response to tobacco and alcohol, Southampton requires a multi-agency gambling harms reduction programme. The partnership delivering this programme should seek to:
  - Understand and evidence the harm that comes from gambling
  - Communicate that understanding to partners and populations
  - Introduce and influence policies that seek to prevent and reduce that harm
  - Develop projects that will engage with and reduce the harm.

## Recommendations

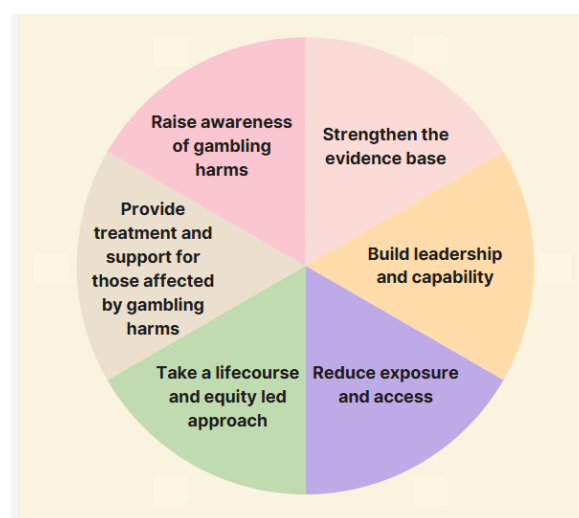
Utilising the 4 themes above, the draft final report, to be considered by the Panel on 8<sup>th</sup> May, contains 14 recommendations in total which should form the basis of the strategy/action plan, which will be developed as evidence and practice evolves, and, if fully implemented, will contribute to reducing the harms caused by gambling in Southampton.

## Cabinet

The inquiry report is scheduled to be presented to the OSMC and Cabinet in June 2025. A formal response from the Executive to the recommendations is expected to be considered by Cabinet in the summer.

The draft final report of the Inquiry Panel can be accessed here:

[Reducing Gambling-Related Harms in Southampton - Draft final report](#)



Yorkshire & Humber – Association of Directors of Public Health framework for reducing gambling-related harms

# Getting Involved

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## How can I get involved?

There are a number of ways in which the public and interested organisations can get involved:

- **Attend a meeting of the Overview & Scrutiny Management Committee or a Scrutiny Panel**

Scrutiny meetings are held in public, and anyone is welcome to attend to listen to proceedings. Meetings are currently usually held in the Civic Centre. Only on rare occasions, when certain types of confidential information is being discussed, are members of the public not allowed to attend. A number of scrutiny meetings are also live streamed on the Council's website.

- **Raise issues with your Councillor and request Overview and Scrutiny to consider as part of Councillor Call for Action.**
- **Provide written evidence to a scrutiny inquiry**

Scrutiny inquiries can consider written evidence and members of the public, community groups, or other key stakeholders can write in to bring evidence to the attention of Inquiry Panel members. Inevitably, scrutiny inquiries have only a limited amount of time so they may not be able to hear oral testimony from all interested people.

Written evidence provides an alternative way to receive evidence from key stakeholders, policy makers, service providers, service users and community groups. Written evidence may put forward a particular perspective of the issue being considered or may highlight evidence to help the investigation. It can also put forward questions for witnesses which may be taken up by members of the Panel during the discussion.

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Details of forthcoming scrutiny meetings, agendas, reports and minutes can be obtained from the City Council's website at: [Scrutiny at Southampton](#)

### The 4 Principles of Effective Scrutiny

