

## Developing the 18 month rolling scrutiny programme

### Learning from the SCG's pilot scrutiny

#### Scrutiny topic and aims

- ✓ Setting and defining the scope of a scrutiny from the outset is difficult. Need to retain the ability to refocus and redefine the scope of each scrutiny as findings start to emerge

#### Methodology and timescale

- ✓ Set realistic timescales for the whole scrutiny and individual activities – it always takes longer than you think
- ✓ Scrutiny will become more complicated to plan, co-ordinate and manage as we use recruited scrutineers – it was hard enough with just the SCG members!
- ✓ Be realistic and acknowledge individuals' different levels of commitment – even if they have volunteered to be involved
- ✓ Tailor the types of questions to be asked to the methodology of each scrutiny. A blend of methodologies works well
- ✓ Reallocate tasks promptly when 'situations' arise to protect agreed timelines
- ✓ Encourage and ask for collective ownership and responsibility

#### Task allocation

- ✓ Give scrutineers enough 'spare' time within each scrutiny
- ✓ Match scrutineers' skillsets to activities. Important to reflect different preferences of ways of working, commitments and skills
- ✓ Use as an opportunity to give scrutineers a mix of 'comfort zone' and supported learning tasks
- ✓ Scrutineers must commit to deliver activities to agreed timelines – don't be afraid to chase for progress!

#### Interviews

- ✓ Highlight to scrutineers in advance about how their task fits into the overall process and what value it brings: in the pilot scrutiny the value was in detailed conversational answers not the brief email responses
- ✓ Engage with senior staff whose input will be sought from the outset of the scrutiny – opportunity to engage face to face with divisional directors was lost
- ✓ Support scrutineers to confidently engage with senior staff / Board members – use as a coaching / development opportunity
- ✓ Be confident to request and expect Sovereign staff to take each scrutiny seriously and input willingly
- ✓ Support scrutineers to make informed judgements about biased opinion as a result of previous experiences
- ✓ Recording conversations is really helpful – allows a focus on the discussion
- ✓ Not all residents will want to give a view and that's ok – it doesn't mean the scrutiny isn't a success

#### General observations

- ✓ Successful scrutiny takes time, commitment and ownership – it is more important to get it right than do it quickly
- ✓ Successful scrutiny needs the support and input from Sovereign staff – it is unrealistic to expect the SCG and resident scrutineers to do scrutiny completely independently

## SCRUTINY IN ACTION

- ✓ Recruiting scrutineers with the skillsets, preferences, interest and commitment / availability to match each scrutiny is key – we can't have a one size fits all approach to scrutineers and scrutiny topics
- ✓ Technology is a huge opportunity and enabler to scrutiny – we need to think about how we use it more for each scrutiny