

Overview & Scrutiny Committee

Wednesday 29 November 2023

7.00 pm

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

Supplemental Agenda No.1

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5.	Devon Mansions Major Works - Scrutiny of Major Works Delivery To receive a briefing from the relevant cabinet member and council officers in response to concerns raised by residents and local ward councillors in connection with the delivery of the Devon Mansions major works. The committee will also hear from residents and local ward councillors. Residents have raised concerns around cost, evidence provided for payments, overspend, quality of the major works, communication and consultation, health and safety, and overall project delivery of the major works. Local ward councillors support the residents' concerns, and request scrutiny of the matters raised.	1 - 5

Contact

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Webpage: www.southwark.gov.uk

Date: 23 November 2023

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6.	Canada Estate Quality Homes Improvement Programme (QHIP) - Scrutiny of Major Works - UPDATE	6 - 10
	<p>To receive an update from council officers and relevant cabinet member on progress, since the matter was considered by the overview and scrutiny committee on 4 October 2023.</p> <p>The committee will also hear from residents and local ward councillors.</p>	
7.	Scrutiny Improvement Review Action Plan - Update	11 - 54
	<p>To receive an update on actions and time frames in respect of implementation of the CfGS scrutiny improvement review recommendations.</p>	

Item No. 5.	Classification: Open	Date: 29 November 2023	Meeting Name: Overview and Scrutiny Committee
Report title:		Devon Mansions Major Works – Scrutiny of Major Works Delivery	
Ward(s) or groups affected:		London Bridge and West Bermondsey	
From:		Desmond Vincent AD Building Safety and Major Works	

Recommendations

1. To note concerns highlighted following project review and concerns raised at RPG.
2. To note proposals by way of next steps to address concerns highlighted within this report, including time frames.

Background Information

3. Devon Mansions forms part of the 2020/23 Quality Homes Investment major works programme. Devon Mansions is made up of 21 blocks located in the London Bridge and West Bermondsey area.
4. The scope of works consisted of : -

S/No	Scope of Works - QHIP
1	Scaffolding and External Works
2	Concrete Works/Brickwork Repairs
3	Kitchens (those that meet the 20 year and above criteria)
4	Bathrooms (those that meet the 30 year old criteria)
5	Other Rooms
6	Mechanical and Electrical Works
7	Windows/Doors
	Asbestos Removal
9	FRA Works
10	External works and decorations
11	Roofing Repairs & Renewal

5. A Gateway 2 Report was approved on 6 April 2020, awarding Equans Ltd (formerly Engie) as the contractor to deliver the scope of works in table 1 above for the sum of £5,622,382, plus 5% contingency of £281,119.00 for unforeseen works making the total contract value £5,903,501.00.

6. Calford Seaden were commissioned to manage the project on behalf of the council to undertake: -
- Review initial scope to ensure suitable feasibility in place to achieve QHIP criteria.
 - Prepare valuations for payment to Equans for works completed each month.
 - Ensure the quality of work undertaken and reported by contractor as complete are delivered to the correct standards.
 - Ensure the correct labour on site and ensuring that the Engie progresses with the works regularly and diligently.
 - All delays recorded and reported on risk register with clear owners of these risks
 - Capture any changes to the scope of works and present in cash flow forecasts and reports.
 - Monitor and report on the contractor's performance including health and safety matters
 - Manage any statutory elements within the scope of works
 - Issue any Payless certificates (reduction in payment for poor works) or default Notices (early warning of failed service delivery such as poor workmanship or insufficient labor to complete project on time.
7. The contract started on the 3 of August, 2020 with Equans, which incorporated site set up. The contract commenced on the 28 September 2020.
8. The contractual completion was set for 1st November, 2021.
9. The contract was extended for 102 weeks and forecasted completion date scheduled for the 20th of October, 2023.

Key Issues for Consideration.

Project Scope and Budget Increase

10. New AD of Building Safety and Major works objective to: -
- Review the Major Works service: -
 - Make recommendations on service improvements and training.
 - Performance manage where applicable
 - Recruit new Head of Major Works

- Internal Quantity Surveyor to form part of the negotiations on final account
11. The AD has undertaken and reported to the council the following:
- Following on from the Major Works Service review, the next steps are the implementation of the recommendations from the review.
 - Recruited new Head of Major Works.
 - Complete review of the Devon Mansions Project
 - Consultant and contractor to be made more accountable for the services they render
 - The Council to undertake 'simple works' in-house to reduce consultant costs and impact on HRA.
 - Internal and external Continued Professional Development has commenced to improve competencies.
 - New Major Works Handbook developed to ensure consistency in approach to projects.
 - Performance management of staff has commenced and continues
 - Enhanced financial governance to a much higher threshold to challenge overspending through recruitment of in-house Quantity Surveyors.
 - Better consultation and transparency for new schemes
 - Higher degree of challenge on feasibilities commenced by Scrutiny Board commissioned by Director of Asset Management.
 - Stronger Contract Administration commenced on monthly internal meetings to challenge delivery and report on status.
 - Completion of newly appointed Head of Major Works
 - Completion of Chartered RICS surveyor acting as Discovery Lead on high risk legacy projects.
 - The Major works team has 29 projects on site this financial year and 4 out of the 29 projects are on the risk register.
12. The Head of Major Works is undertaking the commission of an Independent consultancy to review the entire project.
13. All leasehold bills have been suspended until the Independent Review is completed.
14. Calfordseaden & Equans have been called into senior Director Communication on the poor standard of the project. Outcomes to be reported on a later date once agreement to next steps have been made.
15. On completion of Independent Review recommendations on compensation will be considered.
16. Building Safety Relations Manager to have oversight on communication of project relating to response times and quality of response.

A. Next steps and timetables

S/N	Next Steps	Target Date
1	Equans has advised that they will remedy all outstanding snagging queries relating to their works before practical completion is issued at the end of November.	Practical completion is scheduled but may not be issued based on the scale of defects.
2	Updates with Lead Members and Cllrs	Scheduled for 23 rd November.
3	Continued engagement with the RPG until agreed recommendations from Independent Surveyor are actioned and completed.	Continued engagement sought with the RPG/TRA.
4	<p>Better engagement between LBS and TMO on repairs - drainage and damaged rodent nets for resolution.</p> <p>TMOs repairing responsibilities, which are not part of the major works.</p>	<p>TMO will be invited to Scrutiny.</p> <p>Major Works separating on going repair matters and environmental matters such as pest control from the recent major works to set out clear lines of ownership and delivery.</p>
5	Continued engagement with the LFB on project.	Fire Eng. has advised that there are no actions or Notices from LFB
6	Internal Quantity Surveyor to form part of the negotiations on final account	Agreed.
7	Building Safety Programme to undertake Type 4 FRA surveys.	The surveys are scheduled for January 2024. Residents will be contacted in December.
8	Zoom meetings for RPG/TRA	Reinstated
9	Concrete deterioration identified in localized areas to date.	<p>Structural surveys have been commissioned and completed.</p> <p>Recommendations to form part of next steps.</p> <p>In the interim additional protection to be put in place to flats affected. This will be undertaken week commencing 20th November.</p>

10	On completion of remedial actions a report is brought back to scrutiny	TBC
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Item No. 6.	Classification: Open	Date: 29 November 2023	Meeting Name: Overview and Scrutiny Committee
Report title:		Canada Estate Quality Homes Improvement Programme (QHIP) – Scrutiny of Major Works - Update	
Ward(s) or groups affected:		London Bridge and West Bermondsey	
From:		Desmond Vincent AD Building Safety and Major Works	

Recommendations

1. To note the concerns highlighted following project review and concerns raised at the overview and scrutiny committee meeting which was held on the 4th October 2023.
2. To note proposals by way of next steps to address concerns highlighted within this report, including timeframes.

Background Information

3. Canada Estate forms part of the 2017/2018 QHIP programme.
4. The Contract Administrator commissioned on behalf of the Council is Potter Raper Ltd.
5. A Gateway 2 Report was approved on 22 June 2020 to award the framework contract to Durkan Ltd for a period of 60 weeks in the sum of £4,228,513. There was a 5% risk contingency fund of £211,426 giving a total scheme construction cost of £4,439,939.
6. Practical Completion was issued on the 28th April 2023 resulting in 72 weeks delay.
7. A number of concerns have been noted by the new Head of Major Works and the RPG/TRA, including Lead Member and Cllrs. These concerns were also highlighted at Scrutiny. The main concerns are as follows: -
 - Inadequate Consultation
 - Inadequate window design to provide safe access to balcony
 - Officers misleading Members relating to the reasons the new windows could not match the original design.
 - Inadequate scoping of works, particularly around FEDs
 - Lack of management supervision by council and consultant Potter Raper.

- Poor workmanship undertaken by Durkan.
 - Unnecessary delays leading to increased preliminary and scaffolding costs.
8. The chair of overview and scrutiny has asked for updates from major works on next steps.

Key Issues for Consideration

9. It was noted at the overview and scrutiny meeting that the council would seek to commission an Independent Review of the Major Works programme.
10. The council will be engaging with the TRA to agree the brief to engage an Independent Consultant to review the entire project.
11. The Council has also agreed, in the interim ahead of any recommendations from the Independent review, to provide an option appraisal to ensure safe access on to the balcony, in consultation with the TRA and Building Control.
12. The window design proposal will be undertaken in a void property.
13. Building Control has updated Major Works following their inspection of the window installation. They advised that the windows pose no technical issues. However noted that the remedial works need to be completed before the installation can be signed off.
14. Potter Raper was commissioned to manage the project on behalf of the council to undertake: -
- Review initial scope to ensure suitable feasibility in place to achieve QHIP criteria
 - Prepare valuations for payment to Equans for works completed each month
 - Ensure the quality of work undertaken and reported by contractor as complete are delivered to the correct standards
 - Ensure the correct labour on site and ensuring that Equans progresses with the works regularly and diligently
 - All delays recorded and reported on risk register with clear owners of these risks
 - Capture any changes to the scope of works and present in cash flow forecasts and reports
15. Performance management of staff has commenced and continues.
16. The Strategic Director of Housing & the Director of Asset Management met with the TRA chair at Canada Estate on 26th October 2023 to understand the issues

raised and to have a clear way forward by way of next steps.

Ongoing/Outstanding *Issues* to be resolved

S/N	Next Steps	Timetable
1	Concerns around the current window design and how residents will clean the windows safely. Residents claim that they were promised like for like windows.	<p>In addition, Building Control has undertaken inspection of windows and confirmed window meets standards but workmanship poor in areas. Defects to be addressed pending access.</p> <p>LBS undertaking option appraisal to present to TRA and trial on void property.</p> <p>The brief will include review of window design by the Independent surveyor.</p> <p>The brief to be agreed with TRA by the end of November. The Council will then commission an independent survey.</p>
2	<p>Reports of some window defects.</p> <p>Also some residents are experiencing “whistling sounds” from the windows.</p>	<p>Previously 18 window defects were identified, which have been remedied. A new list is being compiled and will also be addressed as part of the snagging ahead of the defects period.</p> <p>Airey Miller carried out an independent review of the windows, which was carried out in August 2023. Recommendations similar to defects reported by Building control.</p>
3	Poor quality of painting on the concrete ring beams.	<p>We have three options for resolution, which will form part of the TRA discussions scheduled for November which are:</p> <p>A. We await the independent review recommendations.</p> <p>B. We are in negotiation with the contract administrator to get some cost savings back for the redecoration works on the high-rise blocks. (The reason why we are considering this option is that the patches will fade into the colour of the beam due to weather conditions.)</p>

		<p>C. We will list as a defect to be remedied and seek alternative contractor to undertake if not undertaken in reasonable time frame.</p> <p>D. The next step is to conclude communication with Durkans.</p>
4	Concerns around the communal fire doors in the 2 HRBs opening onto the lift landings.	The Building Safety team has engaged with the Fire Engineering team who advised no risks identified impacting on the fire evacuation strategy.
5	Request that the quarry tiles in the lift lobby areas should be cleaned due to the poor quality of cleaning done.	The contractor has not undertaken the remedial work within a reasonable time so Southwark has appointed an alternative contractor to remedy the defects. Additional cost will be recovered from the contractor.
6	Why did the contractor cut open the timber panels in the lift lobby areas instead of using the screws and who will pay for replacing the panels because of the botched work done?	The contractor has been invited to replace the damaged timber panels as part of the snagging. If this is not done, Southwark has to appoint an alternative contractor to remedy the defects. Additional cost will be recovered from the contractor.
7	Confusion around the information on the Fire Action Notices (FANs).	The Fire safety team has advised that the signage is industry standard. However, there is a wider review of FANs across the borough by the Fire & Building Safety teams, which will be finalised this financial year.
8	Duct on roof has been covered with asphalt.	Inspection undertaken and the contractor will be attending site to remedy by the end of November.
9	All non-urgent defects	All defects will be captured and remedied before the end of the defects liability period which is scheduled for April 2024.
10	To provide a Gateway 1 and brief to appoint a Chartered Building Surveyor to review project as set out in the recommendations. Commitment given by LBS at Scrutiny on the 4th of October, 2023.	Gateway 1 has been completed and will be at Housing Board for authorisation.

11	There is a reoccurring query from the TRA regarding the cavity wall insulation stating that insulation has been breached and causing penetrating damp.	<p>The Council took steps and undertook three separate surveys. A number of openings were undertaken to the brick works and found that the insulation was dry, intact and not causing any damp. A report following the inspection was shared and explained to the T&RA.</p> <p>By way of next steps, the Council Damp and Mould strategy team, which is led by the repairs team, will be making contact with resident to address any concerns.</p>
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Item No. 7.	Classification: Open	Date: 29 November 2023	Meeting Name: Overview and Scrutiny Committee
Report title:		Scrutiny Improvement Review Action Plan – Update	
Ward(s) or groups affected:		N/a	
From:		Head of Scrutiny	

RECOMMENDATION

1. That the overview and scrutiny committee note the proposed time frame for implementation of the Centre for Governance and Scrutiny (CfGS) scrutiny improvement review recommendations, set out in the action plan (Appendix 1 of the report). Time frame for key actions summarised in paragraphs 7 – 11 of the report.

BACKGROUND INFORMATION

2. The overview and scrutiny committee agreed the recommendations of the CfGS, arising from the scrutiny improvement review process at its meeting held on 4 October 2023.

KEY ISSUES FOR CONSIDERATION

3. The action plan sets out the time frame for implementation of the various recommendations and identified actions. The recommendations and actions can be summarised as falling into the following categories:
 - Those which are already part of the council’s scrutiny procedures but may require refinement,
 - those which can be implemented immediately,
 - those which require consultation with the council’s leadership
 - those which can be implemented after agreement is reached on how scrutiny, cabinet, and senior officer leadership will work with each other (leading to the development of cabinet and scrutiny protocol)
 - recommendations and actions that need to wait until the 2024/25 year (May 2024 onwards), due to resource limitations or need to be factored in after the main recommendations have been implemented.
4. The overview and scrutiny committee and its commissions have agreed work programmes for the 2023/24 year, which are being progressed within existing arrangements. The main objectives in terms of timescales for

implementation of the recommendations is to have new arrangements in place by the start of the next municipal year that will inform the work programmes for the scrutiny function for 2024/25. In addition, to incorporate the beneficial practices highlighted in the scrutiny improvement review that will assist the work of scrutiny during the current municipal year (2023/24).

5. The action plan (Appendix 1) captures recommendations and actions in the order raised in the scrutiny improvement review report – below are the summarised key actions in the order of intended implementation.
6. November / December 2023 Actions that are already, or ought to be in place or can be implemented immediately.
 - Introduction of Scrutiny Pre-Meetings, individual scrutiny chairs training, group training for scrutiny chairs and vice-chairs, general training for members on matters relating to scrutiny. Ongoing member learning and development commencing from start of 'new member induction programme' (commenced May 2022).
 - Updating and including information on the council's internal 'intranet' on the role of scrutiny.
 - Recruitment to vacant scrutiny officer post (shortlisting and interviews to take place January/February 2024).
7. January to March 2024 Strengthening collaborative relationships between scrutiny, cabinet and directors, leading to development of a 'cabinet and scrutiny' protocol.
 - Discussions to be held between scrutiny representatives and senior leadership (cabinet members and management team) to establish process which enables scrutiny to identify issues, trends and topics where it can focus for accountability and impact.
 - Pre-decision scrutiny, policy development, scrutiny recommendations and cabinet responses to them, strategic role of scrutiny team, and clarification of mutual expectations will form part of the strengthening collaborative relationship discussions.
 - Development of cabinet and scrutiny protocol, arising from strengthening collaborative discussions, to be signed off at March 2024 council assembly.
8. February 2024 Approval of new call-in arrangements
 - Approval by council assembly of new call-in arrangements. Call-in review has been undertaken and arising report is currently in draft form.

9. April / May 2024 Training and development support for officers around the work of scrutiny – dissemination of information / strengthening work planning.
- Council's internal 'intranet' and website to updated with relevant information, and briefings to be undertaken at Departmental Management Team meetings.
 - Agreed Cabinet and Scrutiny Protocol (collaborative working) used to inform OSC and commission work programmes for 2024/25 year, and incorporation of actions to strengthen work planning process.
10. 2024/25 Future development work, improving what is in place
- Repositioning the scrutiny function to emphasise significance of the strategic elements of the role.
 - Looking at ways to improve engagement with local partners and stakeholders to identify key lines of enquiry on impact of local decisions.
 - Addressing potential barriers to greater collaboration.
 - Mapping of local specialists and partners in Southwark.
 - Enhancing role of scrutiny commission co-opted members
 - Focus on how to better engage with the public
11. May 2025 Scrutiny holding itself to account for its work and impact
- The work of scrutiny through the 2024/25 municipal, which will have incorporated the majority of the proposed actions, will provide the platform for assessing performance of the new arrangements, to be indicated through the Overview and Scrutiny Committee annual report to council assembly in May 2025.
12. Progress on implementation of recommendations and action will be kept under review and periodically reported to the committee.

Policy framework implications

13. There are no specific policy implications

Community, equalities (including socio-economic) and health impacts

14. There are no specific community, equality or health impacts arising from this report.

Climate change implications

15. There are no specific climate change implications.

Resource implications

16. There are no specific resource implications.

Legal implications

17. There are no specific legal implications.

Financial implications

18. There are no specific financial implications.

Consultation

19. None.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Overview and Scrutiny Committee agenda – 4 October 2023 (Item 7)	Southwark Council Website	Everton Roberts 020 7525 7221
https://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=308&MId=7726&Ver=4		

APPENDICES

No.	Title
Appendix 1	Scrutiny Improvement Review Action Plan

AUDIT TRAIL

Lead Officer	Everton Roberts, Head of Scrutiny	
Report Author	Everton Roberts, Head of Scrutiny	
Version	Final	
Dated	23 November 2023	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Assistant Chief Executive, Governance and Assurance	No	No
Strategic Director of Finance	No	No
Cabinet Member	No	No
Date final report sent to Scrutiny Team	23 November 2023	

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	

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	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	

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 ?	
<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>	

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 ?	
<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>

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			<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	

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 ?
<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	

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: 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	

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			<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	

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	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	

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	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	

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	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	

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	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	

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	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	

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	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	

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			<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	

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 ?	
<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	

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	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	

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	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	

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	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	

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	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	

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	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	

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 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>	

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	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	

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	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	

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	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	

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	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	

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	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. Commission chairs are part of its membership. 	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

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OVERVIEW & SCRUTINY COMMITTEE

MUNICIPAL YEAR 23-24

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