

## Overview & Scrutiny Committee

Monday 23 June 2025

6.30 pm

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

### Membership

Councillor Ian Wingfield (Chair)  
Councillor Irina Von Wiese (Vice-Chair)  
Councillor Suzanne Abachor  
Councillor Cassandra Brown  
Councillor Victor Chamberlain  
Councillor Esme Hicks  
Councillor Laura Johnson  
Councillor Richard Leeming  
Councillor Jason Ochere  
Councillor Bethan Roberts  
Councillor Martin Seaton  
Martin Brecknell (Co-opted Member)

### Reserves

Councillor Rachel Bentley  
Councillor Sunil Chopra  
Councillor Sabina Emmanuel  
Councillor Barrie Hargrove  
Councillor Jon Hartley  
Councillor Richard Livingstone  
Councillor Hamish McCallum  
Councillor Margy Newens  
Councillor Catherine Rose  
Councillor Michael Situ  
Councillor Cleo Soanes

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#### Contact

Amit Alva on 020 7525 0496 or email: [amit.alva@southwark.gov.uk](mailto:amit.alva@southwark.gov.uk)

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Members of the committee are summoned to attend this meeting

**Althea Loderick**

Chief Executive

Date: 13 June 2025



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## Overview & Scrutiny Committee

Monday 23 June 2025

6.30 pm

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

### Order of Business

Item No.	Title	Page No.
<b>PART A - OPEN BUSINESS</b>		
1. <b>APOLOGIES</b>	To receive any apologies for absence.	
2. <b>NOTIFICATION OF ANY ITEMS OF BUSINESS WHICH THE CHAIR DEEMS URGENT</b>	In special circumstances, an item of business may be added to an agenda within five clear working days of the meeting.	
3. <b>DISCLOSURE OF INTERESTS AND DISPENSATIONS</b>	Members to declare any interests and dispensations in respect of any item of business to be considered at this meeting.	
4. <b>MINUTES</b>	To approve as a correct record the Minutes of the meetings held on 20 January 2025, 21 January 2025, 12 February 2025, 7 May 2025 and 17 May 2025.	1 - 22
5. <b>OVERVIEW AND SCRUTINY COMMITTEE AND COMMISSION WORK PROGRAMME 2025-26</b>	To consider and agree the annual work programmes for overview and scrutiny committee and the commissions for 2025-26 municipal year.	23 - 44

Item No.	Title	Page No.
6.	<b>SCRUTINY IMPROVEMENT REVIEW IMPLEMENTATION - UPDATE JUNE 2025</b>	45 - 54

To consider the Scrutiny Improvement Review Implementation - Update June 2025.

**DISCUSSION OF ANY OTHER OPEN ITEMS AS NOTIFIED AT THE START OF THE MEETING.**

Date: 13 June 2025



## Overview & Scrutiny Committee

MINUTES of the OPEN section of the Overview & Scrutiny Committee held on Monday 20 January 2025 at 10.30 am at Ground Floor Meeting Room G02A - 160 Tooley Street, London SE1 2QH

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**PRESENT:** Councillor Ian Wingfield (Chair)  
Councillor Irina Von Wiese (Vice-Chair)  
Councillor Suzanne Abachor  
Councillor Cassandra Brown  
Councillor Victor Chamberlain  
Councillor Sam Foster  
Councillor Richard Leeming  
Councillor Margy Newens  
Councillor Catherine Rose  
Councillor Martin Seaton  
Martin Brecknell (Co-Opted Member)

**OTHER  
MEMBERS**

**PRESENT:** Councillor Kieron Williams – Leader of the Council  
Councillor Stephanie Cryan – Equalities, Democracy and Finance  
Councillor Helen Dennis - New Homes & Sustainable Development  
Councillor Jasmine Ali – Children, Education and Refugees  
Councillor Sarah King – Council Homes

**OFFICER  
SUPPORT:** Amit Alva, Scrutiny Officer

### 1. APOLOGIES

Apologies for absence were received from Councillor Laura Johnson who substituted by Councillor Sabina Emanuel.

## 2. NOTIFICATION OF ANY ITEMS OF BUSINESS WHICH THE CHAIR DEEMS URGENT

The Chair read out the Scrutiny Committee Procedure rules from the council's constitution

There were no additional late items which the Chair deemed urgent.

The informed the commission of the composition of the supplementary agendas as follows:

Circulated on supplemental agenda No.1 is the 8 January presentation to Overview and Scrutiny Committee Policy and Resources Strategy 2025/26 Scene Setting and 3 December 2024 Cabinet report Policy and Resources Budget Setting Update 2025-26.

Circulated on supplemental agenda No.2 is the Budget Scrutiny - Cabinet Member interviews timetable, Budget Equality Analysis report, Equality Impact and Needs Analysis (EINA) documents.

In addition, also enclosed in supplemental agenda No.2 are presentations on

- Transformation (Budget Scrutiny) Jan 2025, Presentation
- Temporary Accommodation (TA) and Homelessness – Finance
- No Recourse to Public Funds (NRPF)
- Contact Centre
- Collection Fund Council Tax & Business Rates

Furthermore, also enclosed in supplemental agenda No.2 are cabinet reports from 7 January 2025 Cabinet for context.

- Policy and Resources Revenue Monitoring 2024-25
- Policy and Resources Capital Monitoring 2024-25 and Southwark 2030 Strategic Alignment and Appendices A, A1, B, C1, C2, D, E & F

Supplemental agenda No.3 contains the update to the Presentation on Temporary Accommodation (TA) and Homelessness - Finance. Slides 3 & 4 on Background and London & National Context

Supplemental agenda no.4 contains the Budget Contextual Information.

Supplemental agenda no. 5 contains a presentation on the Housing Revenue Account (HRA)

## 3. DISCLOSURE OF INTERESTS AND DISPENSATIONS

There were no disclosures of interests or dispensations.

#### **4. CABINET CONSULTATION WITH OVERVIEW AND SCRUTINY COMMITTEE ON THE PROPOSED BUDGET 2025-26**

The committee received an overview of the proposed Policy and Resources Strategy 2025-26, scene setting from Councillor Kieron Williams, Leader of the Council and Councillor Stephanie Cryan, Cabinet Member for Equalities, Democracy and Finance. The committee also heard from Clive Palfreyman, Strategic Director Finance Resources and Tim Jones, Director Corporate Finance resources

The committee then received presentations from cabinet members on their respective budget portfolio areas. The cabinet members and chief/senior officers in attendance answered questions of the committee members.

The meeting ended following the question-and-answer session, with the committee due to meet the following day to consider the information received, and whether there were any recommendations the committee felt should be made to Cabinet on the 2025-26 budget proposals.

#### **5. POLICY AND RESOURCES STRATEGY 2025-26**

This report was circulated with the agenda for information.

Meeting ended at 3:02 pm

**CHAIR:**

**DATED:**



## Overview & Scrutiny Committee

MINUTES of the OPEN section of the Overview & Scrutiny Committee held on Tuesday 21 January 2025 at 7.00 pm at Ground Floor Meeting Room G02A - 160 Tooley Street, London SE1 2QH

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**PRESENT:** Councillor Ian Wingfield (Chair)  
Councillor Irina Von Wiese (Vice- Chair)  
Councillor Suzanne Abachor  
Councillor Cassandra Brown  
Councillor Victor Chamberlain  
Councillor Sam Foster  
Councillor Richard Leeming  
Councillor Margy Newens  
Councillor Catherine Rose  
Councillor Martin Seaton  
Martin Brecknell (Co-opted member)  
Jonathan Clay (Co-opted member)  
Marcin Jagodzinski (Co-opted member)

**OTHER  
MEMBERS**

**PRESENT:** Councillor Stephanie Cryan

**OFFICER**

**SUPPORT:** Amit Alva, Scrutiny Officer

### 1. APOLOGIES

Apologies for absence were received from Councillor Laura Johnson who was substituted by Councillor Sabina Emanuel.

### 2. NOTIFICATION OF ANY ITEMS OF BUSINESS WHICH THE CHAIR DEEMS URGENT

There are no additional late items.

The Chair informed the committee that

Circulated on supplemental agenda No.1 is the updated presentation on the Contact Centre Budget pressures from yesterday, 20 January 2025, Overview and Scrutiny Committee meeting on budget scrutiny.

Circulated on email to the committee is the HRA data from last year as comparison tables to data on slides 3 & 4 of the HRA presentation from yesterday, 20 January 2025, Overview and Scrutiny Committee meeting on budget scrutiny.

### **3. DISCLOSURE OF INTERESTS AND DISPENSATIONS**

There were no disclosures of interests or dispensations

### **4. FORMULATION OF RECOMMENDATIONS TO CABINET ON THE PROPOSED POLICY AND RESOURCES STRATEGY 2025-26**

The committee heard further from Councillor Stephanie Cryan, – Equalities, Democracy and Finance and Tim Jones, Director Corporate Finance resources

The committee discussed the evidence gathered from the preceding day's scrutiny meeting, had regard to comments and advice from the cabinet member equalities, democracy and finance, and the strategic director of finance resources and formulated their recommendations to be submitted to cabinet on the proposed policy and resources strategy.

#### **RESOLVED:**

##### **Recommendations relating to the budget scrutiny process**

###### Transformation

1. OSC notes the transformation budget included in this policy and resources strategy for 2025-26 and is of the view that the Council should take advantage of its transformation work to deliver climate change mitigation, for e.g. transitioning towards fully electric vehicles and more sustainable working patterns.
2. OSC reiterates its recommendation from the previous year 2023-24 That the Council further strengthen its work and increase its efforts in bringing vacant commercial properties owned by the Council back in use; and realising its potential in generating income streams. The committee notes with concern despite improvements, too many such properties remain vacant.

### Temporary Accommodation

3. OSC notes that the London councils are involved in a broader piece of work over the funding conditions of Homelessness Prevention Grant. OSC recommends that the Council produces an analysis of how the funding conditions of the government's Homelessness Prevention Grant would impact Southwark's Homelessness funding and share its findings with other London councils. This is concurrent to the lobbying of government with the support of the London Councils, advocating for greater flexibility in how the funding is allocated.
4. OSC recommends that the Council continues to lobby central government for rent controls as an option to tackle the homelessness crisis, recognising the true cost of private rental housing in London when compared to other major cities such as Manchester and Liverpool.
5. OSC recommends that in line with Recommendation 4 the Council in its discussions with London Councils highlight the impact of the costs of private rented housing on Temporary Accommodation and the Housing Revenue Account within Southwark.

### No Recourse to Public Funds

6. The Overview and Scrutiny Committee supports the Council's recommendation in its presentation on No Recourse to Public Funds with regards to automation; to streamline processes, improve efficiency and reduce errors. The committee also recommends that the council continuously monitor such progress for the upcoming council year.

### Adult Social Care

7. OSC recommends that That the Council review all the Equality Impact and Needs Analysis in the budget; to assess the impact on protected characteristics and vulnerable groups because of the budget savings and efficiencies in the first year of the budget 2024-2025; including but not limited to adult social care funding and all fees & charges.
8. The Overview and Scrutiny Committee notes the potential detriment impact to the Council's finances considering the rise in the employer National Insurance Contributions (NIC) which come into effect on 6 April 2025. Furthermore, this committee also notes that the government mitigation funding is insufficient to cover the full additional costs to the council for directly employed staff. Therefore, this committee recommends that the Council lobby the government asking for further mitigation in NIC costs particularly in areas of adult social care.

## 5. SCRUTINY IMPROVEMENT REVIEW IMPLEMENTATION - UPDATE

The committee was briefed by Everton Roberts, Head of Scrutiny on the Scrutiny Implementation Review covering the following points

- Cabinet Scrutiny Protocol
- Action Plan
- Pre-decision Scrutiny
- Scrutiny Improvement Tracker
- Opportunities for community engagement and collaborative approaches
- Strengthen collaborative relationships between scrutiny, Cabinet and Directors whilst maintaining the independence of scrutiny.

Meeting ended at 9:37 pm

**CHAIR:**

**DATED:**



## Overview & Scrutiny Committee

MINUTES of the OPEN section of the Overview & Scrutiny Committee held on Wednesday 12 February 2025 at 6.30 pm at Ground Floor Meeting Room G02A - 160 Tooley Street, London SE1 2QH

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**PRESENT:** Councillor Ian Wingfield (Chair)  
Councillor Irina Von Wiese (Vice-Chair)  
Councillor Suzanne Abachor  
Councillor Victor Chamberlain  
Councillor Richard Leeming  
Councillor Margy Newens  
Councillor Martin Seaton

**OTHER  
MEMBERS  
PRESENT:** Councillor Natasha Enin and Councillor Helen Dennis

**OFFICER  
SUPPORT:** Amit Alva, Scrutiny Officer

### 1. APOLOGIES

Apologies for absence were received from Councillor Cassandra Brown, Councillor Sam Foster, Councillor Laura Johnson, Martin Brecknell (Co-opted member) and Jonathan Clay (Co-opted member).

Apologies for lateness were received from Councillor Catherine Rose.

### 2. NOTIFICATION OF ANY ITEMS OF BUSINESS WHICH THE CHAIR DEEMS URGENT

There were no item of business which the Chair deemed urgent.

### 3. DISCLOSURE OF INTERESTS AND DISPENSATIONS

There were no disclosures of interests or dispensations.

#### 4. MINUTES

Minutes of the meeting held on 27 November 2024 are to follow.

#### 5. SOUTHWARK COMMUNITY SAFETY PARTNERSHIP PRIORITIES AND REFRESHED PLAN

The committee received a report on the Southwark Community Safety Partnership Priorities and Refreshed Plan covering the following points and discussed the following questions

- Influence of Casey Review on the MET and partnership working - Policing Oversight Board
- Local policing accountability- diverse range of representation on the Policing Oversight Board
- Social media and Misogyny & VAWG related offences – Online child abuse and sexual exploitation teams (police)
- Robberies and theft of personal items (on street) – Dulwich area higher in cases, areas mainly NW of borough, priority policing in these areas
- No. of community wardens correlated with VAWG, personal theft, types of crimes – Community wardens' investment, body cams, Wardens mainly a protective force.
- PAN London- Community Safety Document (Mayor's police and crime plan in consultation) and its correlation to Southwark's Community Safety Partnership Strategy and the Southwark 2030 Strategy.
- Drugs prevalence in the community- effectiveness of strategy: supply of drugs, taking drugs, detection by police and Southwark 2030 commitments in this regard – Southwark's Drug Action Plan- Tackling supplier routes and decreasing demand through Public Health Campaigns.
- Chair's comment- Prevalence of general substance use – street drinkers Camberwell and Camberwell Green.
- Holistic approach- Glasgow example drug consumption centre- NHS comment Change, Grow, Live charitable organisation provides drug services in Southwark.
- Southwark 2030 connected/aligned to CSP - reducing ASB and Crime.
- Investment areas in CCTV and effectiveness (covering hoods and scarves) – resident buildings area need CCTV, defecating and intravenous drug use. Providing good evidence to MET for prosecuting traffic incidents.
- Bad driving and road violence (ASB) not mentioned in strategy – Deployment of live facial recognition, identifying registered sex offenders in BCUs; ANPR operations for vehicle offences (PAN London)
- Guidelines for responsible use of live facial recognition, civil liberties impact - Facial Recognition Centrally controlled team running pilot phase.
- Plans for building public confidence in policing- More engagement with community- empowering the public through community led events (cabinet

paper).

- Early Intervention and preventing crime plan- 71 nighttime safety spaces and youth services need more advertising
- Process after dealing drugs reported on estates – Monitoring areas that are reported, drug dealing and use should be reported to police not council.
- Different languages posters for phone thefts on roads – look up look out posters in hotspots. Tik-Tok drives, dedicated resource fore-newsletters
- Third party crime reporting by council officers in housing team to the police
- Community Payback Scheme numbers and projects – probation delivery unit has 1300 people supervised in custody and the community. Several community payback projects
- Pan London policing, prevention of radicalisation of young men- Counter terrorism work done more locally, Homicides- specialist murder investigations team – gun and knife crime
- Final CSP plan to come back to OSC

Violence against women's forum – OSC to assess VAWG forum work and events progress (subject to approval from senior officers)

## **6. STATEMENT OF COMMUNITY INVOLVEMENT AND DEVELOPMENT CONSULTATION CHARTER**

The committee first heard from the 'We love Snowfields' group on the Statement of Community Involvement and Development Consultation Charter 2024 covering the following topics.

- Planning application submitted and improvements suggested, development consultation charter not strengthening the consultation process.
- Heritage, accessibility and movement omitted from charter, proposed change in treatment of early engagement strategy not released to public before planning application
- No clarity on the release timing of the early engagement proposal to public, pre-application process of meeting between planning officers and developers and residents before design is discussed.
- Consultations run by a third-party service provider and no senior developer present at such consultations

The committee then asked questions on the following themes

- Evidence of third-party providers and consultations conducted not reflective of public opinion

The committee then received the Statement of Community Involvement (SCI) and Development Consultation Charter (DCC) 2024 from Cabinet member for New Homes and Sustainable Development, Councillor Helen Dennis and officers discussing the following points

- Live Consultation of Charter, holding developers accountable, objective to strengthen consultation process.
- Early engagement strategy- timeliness of release, who, how and where questions, fact-based audits.
- Heritage statements, use of third-party companies by developers discouraged, senior level developer engagement crucial to consultation.
- Equality Impact needs assessment (EINA) on socio-economic impacts, minor renovation projects omitted from DCC
- Thorough assessment of protected characteristics and impacts mitigated, transport links, uses of high street shops.
- Positive impact of EINA on design of developments.

The committee then asked questions on the following topics

- Buffer period between planning application and early engagement
- Borough triangle of 900 homes and 17% affordable housing
- Grow and protect local jobs, protection for consultation processes
- Affordable housing policy and delivering social rent
- Student accommodation and social rent homes in Southwark Plan
- Third-party providers of consultation and their commercial responsibility towards the client to capture and deliver accurate feedback from the public

## 7. SCRUTINY IMPROVEMENT REVIEW IMPLEMENTATION - UPDATE

The committee then received a progress update on implementation of the actions arising from the Centre for Governance and Scrutiny (CfGS) scrutiny improvement review from Everton Roberts, Head of Scrutiny.

- 130 actions agreed in October 2023 implemented through to 2025
- Recommendations have had minor tweaks
- Minor enhancements, strengthening the collaborative relationship between Cabinet members, officers and Scrutiny Committee Members
- Cabinet Scrutiny Protocol- dialogue between Cabinet Members and Scrutiny Chairs, prioritising work to add value, evidenced based recommendations
- Improvements- key strategic priorities discussions within scrutiny
- Cabinet response and monitoring of recommendations
- Pre-scrutiny and leadership providing updated information on council delivery
- Timescales- protocol in place by March-April 2025
- Scrutiny Recommendation Tracker and 'Engage at Southwark' Website, scrutiny section for public to suggest scrutiny topics

The committee then asked questions on the following themes

- Cabinet Member feedback on Cabinet Scrutiny protocol
- Feedback and agreement from Overview and Scrutiny Committee on

Cabinet Scrutiny protocol

- Community Engagement in Scrutiny – differentiation between case work and scrutiny topics, managing expectations of the public
- Complaints follow different process, shortlisting of scrutiny topics chosen on value it adds
- Early meeting and pre-meetings- early planning of work programme, pre-meetings to identify information needed to carry out effective scrutiny and possibility of pre-meeting recordings circulated to members

## **8. WORK PROGRAMME**

Agenda item for upcoming meetings

- Canada Estate and Devon Mansions final report
- Electrical Installation Condition Report (EICR)
- Governance and Oversight of Housing Services and Strategic Responsibility

Meeting ended at 9:15 pm

**CHAIR:**

**DATED:**



## Overview & Scrutiny Committee

MINUTES of the OPEN section of the Overview & Scrutiny Committee held on Wednesday 7 May 2025 at 6.30 pm at Ground Floor Meeting Room G02A - 160 Tooley Street, London SE1 2QH

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**PRESENT:** Councillor Ian Wingfield (Chair)  
Councillor Cassandra Brown (Vice-Chair)  
Councillor Victor Chamberlain  
Councillor Sam Foster  
Councillor Laura Johnson  
Councillor Catherine Rose  
Councillor Martin Seaton

**OTHER  
MEMBERS  
PRESENT:**

**OFFICER  
SUPPORT:** Amit Alva, Scrutiny Officer

### 1. APOLOGIES

Apologies for absence were received from Councillor Irina Von-Wiese, Councillor Suzanne Abachor, Councillor Margy Newens, Councillor Richard Leeming and Jonathan Clay (Co-opted member).

Councillor Rachel Bentley, Councillor Sabina Emmanuel and Councillor Richard Livingstone were present as substitutes.

### 2. NOTIFICATION OF ANY ITEMS OF BUSINESS WHICH THE CHAIR DEEMS URGENT

There were no items of business which the Chair deemed urgent.

### 3. DISCLOSURE OF INTERESTS AND DISPENSATIONS

There were no disclosures of interests or dispensations.

### 4. MINUTES

The Minutes of the meeting held on 31 March 2025 were approved as a correct record.

### 5. DELIVERING SOUTHWARK 2030

The committee first received a report from Rhona Cadenhead, Assistant Chief Executive of Strategy & Communities supported by officers on delivering Southwark 2030– Council Delivery Plan and Q3 2024/25 performance covering the following topics.

- Update on progress on new delivery plan and how council will monitor and measure the progress, end of year reports on previous delivery plan agreed in 2022.
- Robust measures and milestones on the new delivery plan towards 2030, working with partners on first year on delivery plan- Partnership Delivery Plan
- Chief Executives performance dashboard with a focus on delivery and performance of projects and maintaining service levels.
- Focus also on socio-economic impact and commitments, Child poverty, outcomes framework and reports to this committee, regular internal scrutiny from Corporate Management Team (CMT)
- Delivery Plan constructed on six goals from Southwark 2030 Strategy, residents' priorities and aspirations

The committee then asked questions on the following points

- Annual report to go to Cabinet in July 2025
- Delivery targets in this document align with other strategies in Southwark 2030- cross cutting in goal-based workshops, service plans delivered within departments in accordance with Southwark 2030.
- Partners and Anchor Network tracking of progress- ambition to have shared action plan shared with partners on the goals of Southwark 2030. Best combination of resources and action points
- Internship targets within council
- Agility of Framework to respond to changes in legislation on adult social care, education, housing legislation and reform through devolution in London
- Goal 6 on Environment, statutory and discretionary services differentiation
- Well-run council and transformation budget, base budget funding for call

centre- changes in renters reform and adult and children social care aligned, monitored and adapted through normal working of the council services.

- Delivery plan capturing and delivering discretionary and statutory services, parks and libraries, reducing inequality, participation and engaging with residents
- Commitment on Goal 5 towards NHS, maternity and mental health and obesity, resource implications- work with public health colleagues in partnership to achieve action plans

The committee then asked further questions on the following themes

- Resident perspective on document and the six strategic goals – ease of understanding and resident engagement. Measurable targets on crime- huge progress on council delivery plans, housing challenges, priority community safety action progress. Customer Experience Strategy to address housing customer experience issues. Future papers will have clear and understandable language
- Customer engagement and empowering people in Southwark 2030, new engagement program to be developed further, residents' insight survey on crime.
- Strategies in Anti-Social Behaviour (ASB)- £2m investment in community wardens over the past two years. Significant resources in community safety review.
- Page 34 of report 71% residents satisfied with the council - externally committee residents insight survey of 800 residents across demographics age, background etc. Tenants' satisfaction levels are a challenge.
- Proportionate representation of tenants among 800 residents in survey
- Empty homes, influencing private void homes and measures – work with partners and use of regulatory powers
- Elderly people vulnerabilities and their access to services (Call Centre)- New Customer Experience Strategy
- Council Staff Skillset for delivering Southwark 2030 and support for current and new elected members

## 6. CABINET SCRUTINY PROTOCOL

The committee then received the Cabinet Scrutiny Protocol from Everton Roberts, Head of Scrutiny covering the following points

- Council's Scrutiny Improvement Review, comment and feedback on protocol from Cabinet Members, Senior Officers and Committee Members in April 2025
- The purpose of the protocol is to enable Cabinet members (and senior officers) and the Scrutiny function to have a clear understanding of the expectations and behaviours of members, officers, organisations, and individuals engaging in the various aspects of the scrutiny process and to foster good working relations

- There will be processes that sit underneath the protocol to support agreed arrangements, detail to be established. The protocol was reviewed by CMT in October and further reviewed by CMT in April 2025. In addition, comments on the protocol have been sought from cabinet members and overview and scrutiny committee members in February and March 2025. The attached version of the protocol factors in comments received as part of that consultation process.
- The effectiveness of the protocol will be kept under review and reported annually through the chair of overview and scrutiny committee annual report to council assembly.

The committee then asked questions on the following topics

- Pre-decision scrutiny within Education and Local Economy Scrutiny Commission meeting had very little impact in the development of the strategies going to Cabinet when compared annual scrutiny reports of the commission with recommendations – protocol seeks to involve officers at a greater level, receiving feedback earlier in the scrutiny review process in cases of contentious issues. Scrutiny members to clarify specific areas of concern in case of scrutiny and pre-scrutiny.
- Policy development areas to be discussed with Cabinet members and Senior Officers in detail.
- Process of co-opting members for Local Economy on the Education and Local Economy Scrutiny Commission- Provisions for co-opting non-voting members and in this case, local economy representatives exist in the council constitution. However, they must be identified upfront and justified by the work plan of the scrutiny commission for the year. It also requires agreement from the Chair and Vice-Chair of OSC.
- Compliance with protocol and monitoring implementation of protocol – provision for changing processes in the protocol by the Chair of OSC, if issues arise throughout the year and warrant change. Following, that to be confirmed by council assembly.
- Cabinet Scrutiny protocol to be mentioned at opening statements at committee meetings.
- Different ways of working, conducting scrutiny meetings in the community, and task and finish groups to be considered for upcoming committee and commission meetings.

The Cabinet Scrutiny Protocol was agreed by the committee.

## 7. WORK PROGRAMME

The work programme for the Overview and Scrutiny Committee (OSC) meeting on 23 June 2025 is to be confirmed. Work programme to be developed by consideration of the terms of reference of OSC.

Meeting ended at 7:55 pm

**CHAIR:**

**DATED:**



## Overview & Scrutiny Committee

MINUTES of the Overview & Scrutiny Committee held on Saturday 17 May 2025 at 1.00 pm at Southwark Cathedral, Montague Close, London Bridge, SE1 9DA

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**PRESENT:** Councillor Ian Wingfield (Chair)  
Councillor Irina Von Wiese (Vice-Chair)  
Councillor Suzanne Abachor  
Councillor Cassandra Brown  
Councillor Victor Chamberlain  
Councillor Esme Hicks  
Councillor Laura Johnson  
Councillor Jason Ochere  
Councillor Bethan Roberts  
Councillor Martin Seaton

### 1. APOLOGIES

Apologies for absence were received from Councillor Richard Leeming.

### 2. NOTIFICATION OF ANY ITEMS OF BUSINESS WHICH THE CHAIR DEEMS URGENT

There were no late items.

### 3. DISCLOSURE OF INTERESTS AND DISPENSATIONS

There were no disclosures of interests or dispensations.

### 4. SCRUTINY ARRANGEMENTS FOR 2025-26

#### **RESOLVED:**

1. That the size and composition of the overview and scrutiny committee as agreed by council assembly – detailed below be noted.

## Overview and Scrutiny Committee

### Membership

	<b>Labour (9)</b>	<b>Liberal Democrats (2)</b>
1.	Ian Wingfield (Chair)	Irina Von Wiese (Vice Chair)
2.	Suzanne Abachor	Victor Chamberlain
3.	Cassandra Brown	
4.	Jason Ochere	
5.	Laura Johnson	
6.	Richard Leeming	
7.	Esme Hicks	
8.	Bethan Roberts	
9.	Martin Seaton	

### Reserves

	<b>Labour (9)</b>	<b>Liberal Democrats (2)</b>
1.	Catherine Rose	Hamish McCallum
2.	Sunil Chopra	Rachel Bentley
3.	Sabina Emmanuel	
4.	Barrie Hargrove	
5.	Jon Hartley	
6.	Margy Newens	
7.	Richard Livingstone	
8.	Michael Situ	
9.	Cleo Soanes	

### **Voting co-optee places (4) (Able to vote on Education Function related issues only)**

1.	Church of England Diocese representative	Tbc
2.	Roman Catholic Diocese representative	Tbc
3.	Elected Parent governor representative x2	Tbc

**Remit:** As set out in paragraph 6.1 of the overview and scrutiny procedure rules, with specific scrutiny responsibility in respect of:

- Council's policy and budget framework
- Regeneration
- Human Resources and the council's role as an employer and corporate practice generally
- Customer access issues, including digital strategy, information technology and communications
- The council's equalities and diversity programmes

2. That scrutiny commissions be established as set out below for the 2025-26 municipal year, with the chairs and vice-chairs as listed (pages 2 to 4). The Health and Social Care Scrutiny commission to be given responsibility for Health matters, and the Environment, Community Safety and Engagement Scrutiny commission to be given responsibility for Crime and Disorder matters.

**(Remits:** Each commission will have within their remit, oversight responsibility for the areas reflected in their titles. Detail of the specific areas of responsibility to be drawn from the cabinet member portfolios following the meeting.

As and when required, the Overview and Scrutiny Committee may call upon a commission to undertake a piece of work that does not necessarily sit with another commission's identified remit of responsibility.)

### **Education and Local Economy Scrutiny Commission**

	<b>Labour (5)</b>	<b>Liberal Democrats (2)</b>
1.	Cassandra Brown (Chair)	Rachel Bentley (Vice Chair)
2.	Mohamed Deen	Irina Von Wiese
3.	Margy Newens	
4.	Jon Hartley	
5.	Youcef Hassaine	
<b>Reserves</b>		
	<b>Labour (5)</b>	<b>Liberal Democrats (2)</b>
1.	Joseph Vambe	Victor Chamberlain
2.	Maggie Browning	Adam Hood
3.	Sunny Lambe	
4.	Jason Ochere	
5.	Sam Foster	
<b>Voting Co-optee places</b>		
1.	Church of England Diocese representative	Tbc
2.	Roman Catholic Diocese representative	Tbc
3.	Elected Parent Governor representatives x 2	Tbc
<b>Non-Voting Co-optee places</b>		
	To be considered at the discretion of the commission	

## Environment, Community Safety and Engagement Scrutiny Commission

	<b>Labour (5)</b>	<b>Liberal Democrats (2)</b>
1.	Esme Hicks (Chair)	Graham Neale (Vice-Chair)
2.	Sabina Emmanuel	Hamish McCallum
3.	Leo Pollak	
4.	Maggie Browning	
5.	David Parton	
<b>Reserves</b>		
	<b>Labour (5)</b>	<b>Liberal Democrats (2)</b>
1.	Reggie Popoola	Adam Hood
2.	Sunil Chopra	Rachel Bentley
3.	Esme Dobson	
4.	Yousef Hassaine	
5.	Darren Merrill	
<b>Non-voting co-opted places</b>		
	To be considered at the discretion of the commission	

## Health and Social Care Scrutiny Commission

	<b>Labour (5)</b>	<b>Liberal Democrats (2)</b>
1.	Suzanne Abachor (Chair)	Maria Linforth-Hall (Vice-Chair)
2.	Esme Dobson	Nick Johnson
3.	Naima Ali	
4.	Sandra Rhule	
5.	Charlie Smith	
<b>Reserves</b>		
	<b>Labour (5)</b>	<b>Liberal Democrats (2)</b>
1.	Dora Dixon Fyle	Victor Chamberlain
2.	Sam Foster	David Watson
3.	Emily Hickson	
4.	Leo Pollak	
5.	Joseph Vambe	
<b>Non Voting Co-opted places</b>		
	To be considered at the discretion of the commission	

## Housing Scrutiny Commission

	<b>Labour (5)</b>	<b>Liberal Democrats (2)</b>
1.	Jason Ochere (Chair)	Emily Tester (Vice-Chair)
2.	Barrie Hargrove	Jane Salmon
3.	Ketzia Harper	
4.	Catherine Rose	
5.	Richard Livingstone	
<b>Reserves</b>		
	<b>Labour (5)</b>	<b>Liberal Democrats (2)</b>
1.	Sunil Chopra	Adam Hood
2.	Ellie Cumbo	Hamish McCallum
3.	Laura Johnson	
4.	Bethan Roberts	
5.	Kath Whittam	
<b>Non-voting co-opted places (3)</b>		
1.	Tenants Forum	Tbc
2.	Homeowners Forum	Tbc
3.	Southwark Tenant Management Organisations Committee	Tbc
	Additional non-voting co-opted places to be considered at the discretion of the commission	

### 3. Nominations to Joint Health Overview and Scrutiny Committees

- South East London Joint Health Overview and Scrutiny Committee (2 places)

Labour – Suzanne Abachor  
 Liberal Democrats – Maria Linforth-Hall

The meeting ended at 1.03pm

**CHAIR:**

**DATED:**

<b>Meeting Name:</b>	Overview and Scrutiny Committee
<b>Date:</b>	23 June 2025
<b>Report title:</b>	Overview and Scrutiny Committee and Commission Work Programmes 2025/26
<b>Ward(s) or groups affected:</b>	N/a
<b>Classification:</b>	Open
<b>Reason for lateness (if applicable):</b>	N/a
<b>From:</b>	Head of Scrutiny

## RECOMMENDATION

1. That the committee consider and agree annual work programmes for overview and scrutiny committee and its commissions for the 2025/26 municipal year.

## BACKGROUND INFORMATION

2. Paragraph 6 of the overview and scrutiny procedure rules states that terms of reference of the overview and scrutiny committee will be:
  - a) to appoint commissions, agreeing the size, composition and terms of reference and to appoint chairs and vice chairs
  - b) to agree the annual work programme for OSC and the commissions
  - c) to consider requests from the cabinet and/or council assembly for scrutiny reviews
  - d) to exercise the right to call-in for reconsideration of executive decisions made but not yet implemented
  - e) to arrange for relevant functions in respect of health scrutiny to be exercised by an overview and scrutiny committee of another local authority where the council considers that another local authority would be better placed to undertake those relevant functions, and that local authority agrees to exercise those functions
  - f) if appropriate, to appoint a joint overview and scrutiny committee with two or more local authorities and arrange for the relevant functions of those authorities to be exercised by the joint committee
  - g) to periodically review overview and scrutiny procedures to ensure that the function is operating effectively
  - h) to report annually to all councillors on the previous year's scrutiny activity
  - i) to scrutinise matters in respect of:
    - the council's policy and budget framework
    - regeneration
    - human resources and the council's role as an employer and corporate

- practice generally
- customer access issues, including digital strategy, information technology and communications
- the council's equalities and diversity programmes.

3. The general terms of reference of the scrutiny commissions are set out in the council's constitution (overview and scrutiny procedure rules - paragraph 5). The constitution states that:

Within their terms of reference, all scrutiny committees/commissions will:

- a) review and scrutinise decisions made or actions taken in connection with the discharge of any of the council's functions
- b) review and scrutinise the decisions made by and performance of the cabinet and council officers both in relation to individual decisions and over time in areas covered by its terms of reference
- c) review and scrutinise the performance of the council in relation to its policy objectives, performance targets and/or particular service areas
- d) question members of the cabinet and officers about their decisions and performance, whether generally in comparison with service plans and targets over a period of time, or in relation to particular decisions, initiatives or projects and about their views on issues and proposals affecting the area
- e) assist council assembly and the cabinet in the development of its budget and policy framework by in-depth analysis of policy issues
- f) make reports and recommendations to the cabinet and or council assembly arising from the outcome of the scrutiny process
- g) consider any matter affecting the area or its inhabitants
- h) liaise with other external organisations operating in the area, whether national, regional or local, to ensure that the interests of local people are enhanced by collaborative working
- i) review and scrutinise the performance of other public bodies in the area and invite reports from them by requesting them to address the scrutiny committee and local people about their activities and performance
- j) conduct research and consultation on the analysis of policy issues and possible options
- k) question and gather evidence from any other person (with their consent)
- l) consider and implement mechanisms to encourage and enhance community participation in the scrutiny process and in the development of policy options

m) conclude inquiries promptly and normally within six months.

## KEY ISSUES FOR CONSIDERATION

4. In accordance with the provision set out in 2(a) above, the overview and scrutiny committee established four commissions for the 2025-26 municipal year at its meeting held on 17 May 2025.
  - Education and Local Economy Scrutiny Commission
  - Environment, Community Safety and Engagement Scrutiny Commission
  - Housing Scrutiny Commission
  - Health and Social Care Scrutiny Commission
5. In accordance with the provision set out in 2(b) above, overview and scrutiny committee is being recommended to agree scrutiny work programmes for the 2025-26 municipal year.
6. In considering the work programmes the overview and scrutiny committee is recommended to focus on key issues where scrutiny can make a significant impact for local people, and issues aligned to the council's strategic priorities.
7. Attached as an appendix are the proposed remits of overview and scrutiny committee and its commissions based on the cabinet portfolio responsibilities set out in the council constitution and the Southwark 2030 Goals. The document is for reference purposes only and serves to highlight the cabinet member portfolio responsibilities and Southwark 2030 Goals covered by the overview and scrutiny committee and the scrutiny commissions with a view to assist in directing potential issues for consideration to the correct committee/commission undertaking actions referred to in paragraph 3 above.
8. The work programmes are a standing item on the overview and scrutiny committee and commission agendas and enables the committee/commissions to consider, monitor and plan issues for consideration at each meeting.

## BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Council Constitution <ul style="list-style-type: none"> <li>• Section 3.3 - Cabinet Portfolios</li> <li>• Section 9 - Overview and Scrutiny Procedure Rules</li> <li>• Southwark 2030 Strategy</li> </ul>	Southwark Council Website	Everton Roberts 020 7525 7221
Link: <a href="#">Council Constitution</a> <a href="#">Southwark 2030 Strategy</a>		

## APPENDICES

No.	Title
Appendix 1	Cabinet Member Portfolio Responsibilities and Southwark 2030 Goals - Overview and Scrutiny Committee/Commission Remits 2025/26

## AUDIT TRAIL

<b>Lead Officer</b>	Vishal Seegoolam, Assistant Director – Local Democracy, Registration and Elections	
<b>Report Author</b>	Everton Roberts, Head of Scrutiny	
<b>Version</b>	Final	
<b>Dated</b>	13 June 2025	
<b>Key Decision?</b>	No	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER</b>		
<b>Officer Title</b>	<b>Comments Sought</b>	<b>Comments Included</b>
Assistant Chief Executive, Governance and Assurance	No	No
Strategic Director, Finance	No	No
<b>Cabinet Member</b>	No	No
<b>Date final report sent to Scrutiny Team</b>	13 June 2025	

# Overview and Scrutiny Committee/Commission Remits 2025/26 (based on cabinet member portfolio responsibilities and Southwark 2030 goals)

This document details the remits of the overview and scrutiny committee/commissions based on the cabinet member portfolio responsibilities set out in the council constitution and the Southwark 2030 goals. The document is for reference purposes only and serves to highlight the cabinet member portfolio responsibilities covered by the overview and scrutiny committee and the scrutiny commissions. The complete terms of reference detailing the role and responsibilities of the overview and scrutiny committee and its commissions, is contained in section 9 of the council constitution (see paragraphs 5 and 6 in particular).

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# Overview and Scrutiny Committee – remit

## Leader of the Council

### Portfolio

- Setting the political and strategic direction for the council
- Southwark 2030 and the Council Delivery Plan
- Communications, campaigns and public affairs
- Emergency planning and business continuity
- Strategic partnerships and relationships with government, the Mayor of London, City Hall, Transport for London and major anchor organisations within the borough
- Performance management of the Cabinet and Deputy Cabinet Members

## Deputy Leader and Cabinet Member for Children, Education and Refugees

### Portfolio

- **Refugees and asylum seekers** - including our work to maintain Southwark as a Borough of Sanctuary and support for people with No Recourse to Public Funds (NRPF)

## Cabinet Member for Equalities, Democracy and Finance

### Portfolio

- **Finance and governance** – the council's budget; financial and performance management; legal and constitutional services; procurement; income collection; pension fund; and civic matters
- **Cost of living support** - financial support; Council Tax Reduction Scheme; access to benefits, advice services and Community Support Alliance
- **Welfare support** - including supporting the work of the national Child Poverty Taskforce and the council's response to welfare reform and its impact on Southwark residents
- **Digital** - digital inclusion and infrastructure (including broadband); and the council's corporate IT and website
- **Voluntary, community and faith sector** - including community hubs, volunteering, community involvement and consultations

- **Equalities** - as they relate to women's rights, LGBTQ+ rights, working with the Forum for Equalities and Human Rights and our Diverse Councils commitments
- **Grant funding for voluntary sector** - Common Purpose Grants; Pride Grants and Black History Month Grants
- **Veterans and the armed services**
- **Workforce** - the council's workforce and internal relationship with staff trade unions
- **Facilities management** - of the buildings within the council's operational/civic estate
- **Property** - including decisions relating to the council's acquisitions and disposal of properties
- **Registrar's and coroners' services**
- **Electoral services** - electoral registration and postal vote uptake

## Cabinet Member for New Homes and Sustainable Development

### Portfolio

- **Planning & building control** - planning applications, enforcement and policy (including the Southwark Plan, neighbourhood plans, area action plans and supplementary planning documents); Section 106 agreements and payments; and building control and dangerous structures
- **Old Kent Road** - working with the community to shape development in the OKR opportunity area, including the delivery of new affordable homes and community infrastructure
- **Rail transport and major infrastructure projects**, including the Bakerloo Line Extension, new Elephant & Castle Northern Line station, wider improvements to train and tube stations, including step-free access
- Opening a **Southwark LGBTQ+ cultural space**; establishing a **Latin American cultural space**
- **Community Infrastructure Levy (CIL)**
- **The renewal of Peckham Library Square**
- **Responding to the Southwark Land Commission**

## Cabinet Member for Leisure, Parks & Young People

### Portfolio

- **Moorings & marinas**
- **Cemeteries and crematorium services**

- **Culture** - events, festivals; theatres, galleries, museums and performing arts; promoting Southwark as a centre for filmmaking, and relevant funds including **Culture Together Grants; Cultural Celebrations Fund**

# Education and Local Economy Scrutiny Commission – remit

## Deputy Leader and Cabinet Member for Children, Education and Refugees

### Portfolio

- **Early years and childcare** - including children and family centres, early years education, childminders and nurseries
- **Schools** - including school standards, inclusion, places and admissions; special education needs; free healthy school and nursery meals and fruit; healthy schools and Southwark's Let's Go Zero schools network
- **Further, higher and adult education** - including English for speakers of other languages (ESOL), adult literacy and numeracy; and scholarships
- **Children's social care**, including children in care and care leavers, fostering and adoption, support for children with disabilities and their families; and child safeguarding
- **Family support** - including parenting programmes, the council's sure-start for teenagers service and support for families who are providing unpaid care for a child with a disability or health condition, including respite care
- **Youth offending services**

## Cabinet Member for Climate Emergency, Jobs & Business

### Portfolio

- **Increasing employment** - support to find a job or start a new carer; careers advice and work experience; paid internships; supporting young people and care leavers' into employment, education and training; relationship with Jobcentre Plus; supporting businesses to engage with schools and colleges (including the Education Business Alliance)
- **Vocational Skills** - including apprenticeships, vocational training and skills centres
- **Businesses support** - for local businesses, cooperatives, social enterprises and entrepreneurs; increasing procurement from local businesses; and relationships with local business groups and Business Improvement Districts
- **High streets** - including town centre action plans, Thriving Highstreets Fund, markets
- **Commercial property** - management, leasing and rent setting of the council's retail and commercial units, office accommodation and related property

- **Industrial strategy** - growing industries that generate good jobs and wider value for our community, including green industries, life sciences and creative and cultural industries
- **Living Wage** - promoting the London Living Wage employers
- **Workers' rights** - promoting good employment practices and equality and diversity at work and trade union membership

## Cabinet Member for Leisure, Parks & Young People

### Portfolio

- Increasing the voice and influence of young people through the **Southwark Youth Parliament**
- **Young people** - Youth services, and the Positive Futures Fund

## Southwark 2030 Goal 2 – A good start in life

**Southwark 2030 Goal 2 - A good start in life (Children and young people have a great childhood that builds on a very solid foundation for adult life)**

### Headline commitments

- Support families to give their children the best start in their early years
- Improve outcomes for children who face disadvantage, including those with special educational needs and disabilities
- Ensure all young people can participate in positive activities

### Signs of success

- we have **reduced attainment gaps** for children experiencing disadvantage
- we ensure every school leaver has an **education, training or employment opportunity**
- there is a sustained and comprehensive '**sure-start for teenagers**' service which is delivering better outcomes
- we have revolutionised outcomes for **SEN pupils**
- all our young people have access to free or **low-cost after-school activities**
- every school in the borough is **good or excellent**

## Southwark 2030 Goal 4 – A strong and fair economy

**Southwark 2030 Goal 4 - A strong and fair economy (We all benefit from Southwark's economic strength and growth)**

### **Headline commitments**

- Create even more good jobs and apprenticeships, and help Southwark residents into them
- Support people out of poverty and low pay
- Ensure our town centres thrive and serve our whole community

### **Signs of success**

- there are **more green jobs** for local people than ever before, supported by a Green Skills Centre
- the proportion of **children living in poverty has declined**
- more people than ever are supported into **work, apprenticeships, training and scholarships**
- there is a sustained reduction in the number of people who are digitally excluded
- a greater proportion of Southwark employers are registered as **Living Wage Employers**
- our **town centres** are thriving across the borough

# Environment, Community Safety and Engagement Scrutiny Commission – remit

## Cabinet Member for Climate Emergency, Jobs & Business

### Portfolio

- **Greening our local economy** - engaging local people, businesses and organisations in action to reduce carbon emissions; delivering more green jobs, promoting climate justice; and reducing the council's own emissions
- **Adaptation to climate change** - ensuring plans and action are in place to make Southwark resilient to changes in the climate including heatwaves and extreme weather events

## Cabinet Member for Leisure, Parks & Young People

### Portfolio

- **Leisure centres** - management of the councils' leisure centres, swimming pools and gyms
- **Sport** - management of the council's multi-sport, athletics, football, tennis and cycling facilities; supporting and promoting grassroots sports; and the council's relationship with local sports clubs
- **Libraries** - council's libraries, heritage and archives service
- **Parks and Play** - parks, green spaces, adventure play, playgrounds, including on the council's estates
- **Biodiversity and trees** - tree planting and maintenance; increasing biodiversity and nature
- **Gardening** - community gardening, food-growing and allotments, including on the councils' estates

## Cabinet Member for Clean Air, Streets & Waste

### Portfolio

- **Air quality** - improving air quality, reducing harmful emissions and air quality monitoring
- **Walking and cycling** - making Southwark a great place to walk, wheel or cycle; including cycle lessons, infrastructure, hire and storage
- **Streets and parking** – Delivering Southwark's Streets for People plan; creating safer, greener and healthier streets; road safety; parking (on the council's highways and estates); street lighting (including on council estates and in parks); and highways maintenance

- **Road transport** - including improving local bus services and public transport, including the Bakerloop bus rollout, promoting sustainable freight; reducing traffic and electric vehicle charging; and managing the council's fleet
- **Accessible travel** - including blue badges and the Freedom Pass
- **Waste and recycling** – waste and bin collection and the council work to reducing waste and increasing recycling
- **Enforcement** – taking assertive action to tackle fly tipping, graffiti and litter across our borough
- **Cleaning, pest control and grounds maintenance** - street and estate cleaning; fly-tipping and graffiti removal; pest control; and maintenance of verges and green spaces on the council's highways and estates
- **Flood risk** and surface water

## Cabinet Member for Equalities, Democracy and Finance

### Portfolio

- **Customer services** - call centre, complaints and members' enquires (including CRM handling of repairs and communal repairs)

## Cabinet Member for Council Homes

### Portfolio

- **Residents' involvement and services** - including services and advice for council tenants, leaseholders and freeholders and support for Tenants and Resident Associations and Tenant Management Organisations, including Getting Involved Grants

## Cabinet Member for Community Safety & Neighbourhoods

### Portfolio

- **Reducing crime and anti-social behaviour** - including community wardens, anti-social behaviour team, noise service, CCTV, public spaces protection orders, preventing hate crime, tackling modern day slavery
- **Violence reduction** - working to end misogyny and violence against women and girls, youth violence and the criminal exploitation of young people
- **Domestic abuse** - support for people who have experienced domestic abuse, Women's Safety Centre and safe spaces

- **Improving policing** - promoting equitable policing and strengthening community relations with the police, including supporting the Southwark Young Advisors
- **Licencing** - of premises serving alcohol or late night refreshments and gambling
- **Environmental health** - including trading standards, food safety and environmental protection
- **Private rented housing** - increasing protections for private renters licensing and advice services for private sector renters
- **Neighbourhoods** - working with residents in each neighbourhood to develop community plans to improve each neighbourhood, the rollout of new neighbourhood forum arrangements, including Cleaner, Greener, Safer (CGS), Devolved Highways and Neighbourhoods Funds

## Deputy Cabinet Member for Cleaner Southwark

### Portfolio

- Overseeing the council's innovative new schemes seeking to improve the ways we keep our borough clean. This will focus on piloting new approaches to tackling graffiti, fly-tipping and general waste management in key areas of the borough, including specific town centres and estates. Specifically, overseeing the council's *Place Management Programme* and will oversee and ensure that colleagues and ward Cllrs are regularly visiting key areas of the borough affected by waste management issues.

## Deputy Cabinet Member for Neighbourhoods

### Portfolio

- Strengthening the way the council works with local communities at a neighbourhood level, including, oversight of local democratic structures, future neighbourhood funding arrangements, and plans for our ten neighbourhoods

## Deputy Cabinet Member for Landlord Services

### Portfolio

- Strengthening our engagement with tenants and leaseholders through existing structures such as the Repairs Improvement Board, Housing Forums, conferences and Tenants & Residents Associations. Ensuring residents are kept fully up to date on the progress of Southwark's Good Landlord Plan.

- Delivering new and innovative ways to engage tenants and leaseholders to allow them to challenge us to be a better landlord and influence decisions that affect their homes. The deputy cabinet member will build on the success of Repair Action Days to provide a sustainable programme of visible engagement and service delivery on our estates

## Southwark 2030 Goal 3 – A safer Southwark

### **Southwark 2030 Goal 3 - A safer Southwark (Crime is low and people feel safe)**

#### **Headline commitments**

- Make our borough safer by tackling crime & antisocial behaviour hotspots and their causes
- Reduce violence against women, children and young people
- Improve trust and confidence in local policing

#### **Signs of success**

- There are significantly **lower rates of crime** and an increase in the number of residents who feel safe in their local area
- There are **higher levels of trust in the police** experienced across all communities
- There is a **reduction in the rates of violence** against women, children and young people
- There are sustained reductions in the rates of antisocial behaviour
- More pubs and venues in Southwark than ever before are actively participating in our Women's Safety Charter

## Southwark 2030 Goal 6 – A healthy environment

### **Southwark 2030 Goal 6 - A healthy environment (Our environment is clean, green and healthy)**

#### **Headline commitments**

- Create more green space and biodiversity for our community to enjoy
- Help people and businesses switch to healthy, clean and green transport
- Make our buildings energy efficient with clean, green power

#### **Signs of success**

- There is **less traffic and pollution** on our main roads
- We have increased the proportion of **waste being recycled** in the borough

- We have seen a significant increase in the number of homes and businesses powered by **green energy**
- More people are **cycling, walking and using public transport**
- There are more **biodiverse green spaces** in Southwark

# Health and Social Care Scrutiny Commission – remit

## Deputy Leader and Cabinet Member for Children, Education and Refugees

### Portfolio

- **Children's mental health** - including mental wellbeing support in schools; the council's Nest open access mental health service for children and families; and improving access to Child and Adolescent Mental Health services

## Cabinet Member for Health and Wellbeing

### Portfolio

- **Public health** - including reducing health inequalities; health protection; Community Health Ambassadors; vaccinations, immunisation and screening; health visiting, school nursing and childhood obesity; sexual health, contraception and HIV; and smoking, drug and alcohol services
- **Adult social care** - including adult safeguarding; home care; nursing and care homes; occupational therapy, aids and adaptations; and commissioning extra care, sheltered and supported housing
- **Health and wellbeing partnerships** – overseeing key stakeholder relationships such as Health & Wellbeing Board and the South East London Integrated Care Partnership, Partnership Southwark and SC1
- **Improving health services** - working with the NHS, general practice (GPs), local hospitals, community health services and pharmacists
- **Adult mental health**
- **Older people** - including ensuring Southwark is an age friendly borough and opening a modern centre for Black African and Caribbean elders
- **Adults with disabilities** - including social care support; increasing the voice and influence of people with disabilities and their families in local decision making
- **Carers** - support for people who are providing unpaid care for adult family members or friends with a disability or health condition, including respite care
- **Food** - making Southwark a right to Food borough with access to affordable healthy food for all, including the Food & Fun Fund

## Southwark 2030 Goal 5 – Staying well

**Southwark 2030 Goal 5 - Staying well (People across our whole community can have good health and wellbeing)**

### Headline commitments

- Ensure every child and adult get the mental health support they need when they need it
- Help more people stay well, reducing the inequalities in health across our community
- Improve the wellbeing of people with long term conditions and disabilities and their carers

### Signs of success

- every child and adult can access the **mental health support** they need when they need it
- there is a **reduction in socio-economic and ethnic inequalities** in the prevalence of severe mental illness
- inequality in health **life expectancy** has started to reduce
- activity rates increase and **more people are food secure**
- there is a sustained uptake of live-saving **vaccinations and cancer screening**

# Housing Scrutiny Commission - remit

## Cabinet Member for Council Homes

### Portfolio

- **Delivering Southwark's Good Landlord Plan** - to provide better homes, better estates and a stronger voice for tenants and leaseholders
- **Management of the council's homes** – including council homes, sheltered and extra care homes, council owned temporary accommodation, high needs hostels and homes and sites for Gypsy, Roma and traveller communities
- **Housing allocations** – lettings policy and allocation policy. Allocation of council, social rent and key worker homes to Southwark residents, supporting them to find a home the right size for their needs
- **Housing maintenance** - including repairs\* and major works; heat networks; communal repairs\*; gas and electrical safety and refurbishment of empty council homes
- **Fire safety** - ensuring council homes meet fire safety standards and leading the council's work on fire safety, cladding and remediation for private sector and housing association residential buildings
- **Tenants and residents' halls** - including their maintenance, ongoing improvement and ensuring they are the best possible facilities for residents of our estates and broader community

\* (The Customer Relationship Management function of housing repairs sits within the remit of the environment, community safety and engagement scrutiny commission, the operational function sits within the remit of the Housing Scrutiny Commission)

## Cabinet Member for New Homes and Sustainable Development

### Portfolio

- **New council homes** - the council's work to build thousands of new council homes; including new council homes for older people; net-zero homes; and working with the Cabinet Member for Council Homes to deliver new council homes on the Aylesbury, Tustin, Ledbury and Abbeyfield estates
- **New affordable homes** - including housing association social rent homes; keyworker homes; community land trusts and housing cooperatives; homes for refugees; and temporary accommodation

- **Homelessness** - including support for people who are at risk of being or who become homeless; working to end rough sleeping; securing good quality temporary accommodation
- **Empty homes and short-term lets** - including the council's Empty Homes Action Plan; tackling empty homes across the private rented sector
- **Renewal of the Aylesbury, Tustin, Ledbury and Abbeyfield estates** - working with residents to deliver new and improved homes and estates

## Deputy Cabinet Member for Supported Housing

### Portfolio

- **Supported Housing Strategy** – Setting out the future provision of supported housing for older people, people with disabilities and vulnerable people

## Southwark 2030 Goal 1 – Decent homes for all

### Southwark 2030 Goal 1 - Decent homes for all (People live in safe, well-maintained homes)

#### Headline commitments

- Improve the standards of council, social and private rented homes
- Increase the number of genuinely affordable homes in our borough
- Reduce the number of people who are homeless or live in overcrowded housing

#### Signs of success

- Southwark remains the leading borough in London in delivering **genuinely affordable new homes**
- more new homes are **social rented and intermediate homes** than ever before
- there is a **zero-tolerance approach to empty homes** and rogue landlords
- We reverse the trend of increased **homelessness** seen across London
- No resident has to put up with damp, mould or fire risks in their home

<b>Meeting Name:</b>	Overview and Scrutiny Committee
<b>Date:</b>	23 June 2025
<b>Report title:</b>	Scrutiny Improvement Review Implementation - Update
<b>Ward(s) or groups affected:</b>	N/a
<b>Classification:</b>	Open
<b>Reasons for lateness (if applicable)</b>	N/a
<b>From:</b>	Head of Scrutiny

## RECOMMENDATIONS

1. That the overview and scrutiny committee note the current position in respect implementation of the CfGS scrutiny improvement review recommendations set out in the report.

## BACKGROUND INFORMATION

2. The overview and scrutiny committee agreed the CfGS Scrutiny Improvement Review recommendations at its meeting in October 2023.
3. The action log is presented to the overview and scrutiny committee on a quarterly basis. The committee last received an update on the scrutiny review implementation progress at its meeting held on 12 February 2025.

## KEY ISSUES FOR CONSIDERATION

Progress since last update

### Progress on main recommendations / enhancements

**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.

Cabinet Scrutiny Protocol

4. The previous report update made reference to the development of a cabinet scrutiny protocol, the purpose of which was to enable Cabinet members (and senior officers) and the Scrutiny function to have a clear understanding of the expectations and behaviours of members, officers, organisations, and individuals engaging in the various aspects of the scrutiny process and to

foster good working relations.

5. The overview and scrutiny committee adopted the protocol at its meeting held on 7 May 2025, and was communicated to councillors and senior officers on 19 May 2025.
6. The protocol sets how cabinet and scrutiny will work together on the development of the overview and scrutiny committee / commission work programmes, with a focus on key council priorities.
7. Meetings are currently being arranged with scrutiny chairs and respective cabinet members to identify council priorities to inform scrutiny activity for the 2025-26 year.

**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.

8. The scrutiny chair / cabinet member meetings referred to in paragraph 7 of the report will be administered and supported by the scrutiny team, and will provide the opportunity for the scrutiny team to be more directly involved in scrutiny discussions, potentially leading to a more strategic role .

**Enhancement:** Developing a working agreement between Members and Officers to strengthen collaborative relationships, clarify mutual expectations and manage potential areas of conflict.

9. The adopted cabinet scrutiny protocol sets out the proposed working agreement between Members and Officers.

**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.

10. The scrutiny team will be contacting the CfGS to identify local authorities with good practice, with a view to arranging visits to those local authorities followed up with a closer review of those authorities scrutiny work practices.

**Recommendation 3:** Provide development support and training for Officers across the Council to refresh and enhance their understanding and appreciation of scrutiny.

11. The development support and training for officers is currently being worked on with a view to being rolled out from July 2025.

**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.

A revised scrutiny scoping proposal form (Appendix 2 of the report) has been produced with a view to being used for each scrutiny review topic. This will enable for clearer scoping of issues along with consultation with officers at an

earlier stage, enabling clearer requests for information.

**Enhancement:** Establishing cross-party pre-meetings for Scrutiny Committees and Commissions as an additional way to support the process.

12. Pre-meetings have been introduced or offered as part of the scrutiny meeting preparation process.

**Recommendation 5:** Developing a systematic approach to mapping opportunities for community engagement and collaborative approaches including a methodology for identifying local issues for residents.

13. A scrutiny area has been created on the engage.southwark.gov.uk platform which will enable the scrutiny function to engage with the community. The site will inform on the work of scrutiny, how community representatives may get involved in scrutiny reviews, and a suggestion section for the public to indicate suggested matters for scrutiny. The dedicated area is near completion and the aim is to make the pages live at the beginning of July 2025. The intention is for suggested scrutiny topics from the public to be reviewed by the committee at its October meeting.

**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.

14. The council's revised scrutiny work planning and scoping tool is contained as appendix 2 of the report and is being used to inform scrutiny reviews for the 2025/26 year.

**Enhancement:** Supporting the co-opted Members through a refreshed support programme identifying their learning and development needs to get the most from their contributions.

15. This recommended enhancement will be considered within the next month and an update will be reported to the next meeting.

**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.

16. The prioritisation process set out in the cabinet scrutiny protocol, and the review of the council's scoping template will address this recommendation.

**Recommendation 7:** Use member education sessions, masterclasses, and pre-briefing to support Members to be ready to engage with scrutiny topics and Council plans.

17. The revised scoping tool and earlier engagement around proposed scrutiny topics will allow for identification of issues which will inform required education

sessions and accordingly scheduled into the scrutiny pre-meetings as appropriate.

**Enhancement:** Continue to develop an approach to pre-decision scrutiny in collaboration with Cabinet and Officers.

18. The issue of pre-decision scrutiny is identified as a requirement in the cabinet scrutiny protocol. The circumstances that will trigger pre-decision scrutiny (outside of a direct request) is still being worked through. The scrutiny chair / cabinet member meetings referred to in paragraph 7 will include discussion on areas for pre-decision scrutiny.

**Enhancement:** Supporting Members to design effective challenge questions using triangulated evidence and data to enhance accountability.

19. The scrutiny team will play a greater role in supporting members to design effective challenge questions, through desktop research and closer working with council officers.
20. Key question skills training will also be rolled out to councillors following the 2026 local elections.

**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.

21. This is open for OSC and the commissions to consider as appropriate. Earlier preparation and planning for 2025/26 may see greater take up of alternative scrutiny arrangements. The revised scoping tool incorporates consideration of the appropriate scrutiny method.

**Recommendation 9:** Review the call-in procedure based on benchmarking and examples of good practice.

22. The call-in arrangements were reviewed, and revised call-in arrangements introduced from 1 April 2024 following agreement of council assembly.

**Recommendation 10: Focus on smaller sets of high-quality recommendations from scrutiny reviews.**

23. This recommendation is addressed in the cabinet scrutiny protocol.

**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.

24. A scrutiny recommendations action tracker has been created for this purpose.

**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.

25. It is anticipated that there will be a greater focus on cross-cutting issues arising from the revised work programme planning process for 2025/26.

**Enhancement:** Create a strategic summary statement on the purpose and contribution of scrutiny in Southwark. Use this to map impact.

26. A strategic summary statement will be created and it is envisaged that the scrutiny team will work closely with various departments and members in developing the strategic summary.

**Enhancement:** Use a self-assessment tool to support the annual review and evaluation of scrutiny.

27. The scrutiny recommendations action tracker will assist in assessing impact of scrutiny. The implementation of recommendations in preparation for the 2025/26 year will provide a greater reflection of scrutiny's success operating revised arrangements. The annual review for municipal year ending 2025/26 will provide a clearer picture of the impact of scrutiny.

**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.

28. Group Chairs training has been offered to chairs and vice-chairs and individual training offered to new chairs. This will continue.

**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.

29. Scrutiny training is offered to members by CfGS through the London Scrutiny Network. Southwark specific training is usually offered at the beginning of a new term of office as part of the Member induction programme.

**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.

30. Pre-meetings have been introduced. The effectiveness and operation is under review with a view to seeing how arrangements for the pre-meeting can best support the aims of the pre-meetings.

**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.

31. The pre-meetings / informal meetings will be utilised for this purpose, along with greater consideration of what is required for each scrutiny task through utilisation of the scoping tool.

## Public engagement

32. Work is underway to facilitate better engagement with the public/community – including the launching of the scrutiny area on the engage.southwark.gov.uk platform referred to in paragraph 13 of the report.

## BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
CfGS Scrutiny Improvement Review Report and Action Plan	Southwark Website	

[Agenda for Overview & Scrutiny Committee on Wednesday 4 October 2023, 7.00 pm - Southwark Council](#) (See item 7)

## APPENDICES

No.	Title
Appendix 1	Scrutiny Improvement Review Action Log (to follow)
Appendix 2	Scrutiny Review Scoping Proposal Form

## AUDIT TRAIL

<b>Lead Officer</b>	Vishal Seegoolam, Assistant Director, Local Democracy, Registration and Elections	
<b>Report Author</b>	Everton Roberts, Head of Scrutiny	
<b>Version</b>	Final	
<b>Dated</b>	13 June 2025	
<b>Key Decision?</b>	No	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER</b>		
<b>Officer Title</b>	<b>Comments Sought</b>	<b>Comments Included</b>
Assistant Chief Executive, Governance and Assurance	No	No
Strategic Director, Finance	No	No
<b>Cabinet Member</b>	No	No
<b>Date final report sent to Scrutiny Team</b>	13 June 2025	

# Scrutiny Review Scoping Proposal Form

## Procedure:

1. The proposer must complete Part 1. Parts 2 and 3 will be developed by the Scrutiny Team working with the proposer and other Scrutiny members – any information which can be added now will help in taking the Review forwards. Forms should be emailed to [ScrutinyTeam2@southwark.gov.uk](mailto:ScrutinyTeam2@southwark.gov.uk) or relevant Scrutiny officer
2. The *blue, italicised text* is for guidance only and can be deleted
3. The CfGS's [Running Effective Reviews – a Practice Guide](#) provides further useful advice

<b>Part 1 (to be completed by proposer of Scrutiny Review)</b>	
Title of Review	<i>Add title here</i>
Reason for Review	<p><i>What are the reasons for this review?</i></p> <ul style="list-style-type: none"> <li>• <i>matters linked to the Council's corporate objectives (Council Delivery Plan / Southwark 2030 Strategy)</i></li> <li>• <i>is a matter of current concern</i></li> <li>• <i>is not being reviewed elsewhere</i></li> <li>• <i>is a matter capable of being influenced by the committee</i></li> <li>• <i>is of manageable scope, and of sufficient size/importance to warrant a scrutiny review</i></li> <li>• <i>can be scrutinised within available resources</i></li> </ul>
Rationale, Importance and Relevance	<p><i>The following questions are optional but may help to frame both the review and any eventual report:</i></p> <p><i>Why is exploring these questions important for people living, working or studying in Southwark? Why now?</i></p>

<b>Part 2 (to be completed by the Scrutiny team in consultation with the Chair of the Committee and relevant officers)</b>	
Internal stakeholders and partners	<p><i>Add the following names to identify the people most likely to be involved with or affected by the review.</i></p> <p><i>Cabinet Member and Portfolio:</i>  <i>Chief Officer (Strategic Director):</i>  <i>Director:</i></p>

	<b>Head of Service:</b> Teams / Service Areas / Departments most likely to be involved or affected:
--	--

<b>Part 3 (to be completed by the Scrutiny team in consultation with the Chair of the Committee and relevant officers)</b>			
Context	<p><i>Is the review Service-, Policy- or Issue-led? (Different considerations follow – see the CfGS's <a href="#">guide</a> for the implications.)</i></p> <p><i>What is the context? / Relevant legal framework for reviewing the issue?</i></p>		
Aims and Objectives	<p><b>Aims &amp; Objectives:</b> <i>what difference does this proposed review hope to make? If successful, what outcomes and longer-term impact would we see?</i></p> <p><i>1-2 Aims up to 5 (SMART) Objectives</i></p>		
Scoping lines and Key Questions	<p><i>What key questions does the review seek to answer?</i></p> <p><i>What is out of scope / need not be reviewed?</i></p>		
Approach used to gain evidence of and insight into the issue	<p><i>What approach will be most helpful in answering the Key Questions and delivering on the Objectives?</i></p> <p><i>What type of Review is this? E.g. Task &amp; Finish, Spotlight Review or something else</i></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; padding: 10px; vertical-align: top;"> <p style="text-align: center;"><b><u>Task &amp; Finish</u></b></p> <p><i>Extended period – multiple groups of witnesses</i></p> <p><i>Complex issue/questions; the work may generate new questions / evidence to be followed up</i></p> </td> <td style="width: 50%; padding: 10px; vertical-align: top;"> <p style="text-align: center;"><b><u>Spotlight Review / Scrutiny in a Day</u></b></p> <p><i>Brief – often in a day</i></p> <p><i>Responsive – an urgent, typically single-issue focus; evidence is known and can be made available to the members for the day's activities</i></p> </td> </tr> </table> <p><b><i>What existing work/knowledge is available to inform this review?</i></b></p> <p><i>For example: related historic reviews or consultations undertaken in Southwark or other LAs / experience of Officers in relevant department e.g. to identify useful local experience / background data and statistics / research or academic studies / government reports / reports from think tanks or specialist organisations / media</i></p>	<p style="text-align: center;"><b><u>Task &amp; Finish</u></b></p> <p><i>Extended period – multiple groups of witnesses</i></p> <p><i>Complex issue/questions; the work may generate new questions / evidence to be followed up</i></p>	<p style="text-align: center;"><b><u>Spotlight Review / Scrutiny in a Day</u></b></p> <p><i>Brief – often in a day</i></p> <p><i>Responsive – an urgent, typically single-issue focus; evidence is known and can be made available to the members for the day's activities</i></p>
<p style="text-align: center;"><b><u>Task &amp; Finish</u></b></p> <p><i>Extended period – multiple groups of witnesses</i></p> <p><i>Complex issue/questions; the work may generate new questions / evidence to be followed up</i></p>	<p style="text-align: center;"><b><u>Spotlight Review / Scrutiny in a Day</u></b></p> <p><i>Brief – often in a day</i></p> <p><i>Responsive – an urgent, typically single-issue focus; evidence is known and can be made available to the members for the day's activities</i></p>		

	<p>reporting / also, more specific background such as Scrutiny's previous work on the issue</p> <p><b>Who should provide evidence and how?</b> (note: Officers in relevant departments can provide suggestions and draw on their local specialist networks)</p> <p><b>What new work can inform this review?</b> and how can evidence be integrated / triangulated with other knowledge and evidence to provide deeper insight and greater reliability?</p> <p><b>Which of the following methods are most appropriate for the key questions? Why?</b> Consider e.g. timings, resource needed, scope of issue</p> <p><b>Focus groups</b> – can select members for representativeness, experience or expertise for sharing local/professional knowledge, testing findings, or guiding on Comms, delivery</p> <p><b>Surveys/questionnaires</b> – low-cost method to gain extensive evidence and/or testing initial findings. Scrutiny pages on Council's Engage platform could be used for a 'Call for Evidence', for example.</p> <p><b>Interviews</b> – intensive method for in-depth understanding of process, history of experience, policy etc</p> <p><b>Site visit / listening event - 'Street stall' / 'Town Hall' event</b> – for gaining first-hand knowledge of an issue and the experiences of those it affects whether through a more informal approach in the area concerned (e.g. listening event or 'street stall') or a structured Q&amp;A approach (leaning towards a 'Town Hall' event)</p> <p><b>Commissioned research or consultation</b> – for specialist research skills or a particularly sensitive issue where independence might warrant costs involved</p>
Logistics	<p><b>What resources, specialist skills, site visits, particular Officers or Members would help to make the Review a success?</b></p> <p><b>Who should attend (if not the Scrutiny Committee in whole)?</b></p> <p><b>How might Internal Comms help connect the Review to wider Council activities?</b></p>
Outputs and Deliverables	<p><b>What will the Review produce and in what format? How can its impact be maximised? When will you report back to the Committee/Commission?</b></p> <p><b>How many meetings will be used to plan, progress and deliver the review? How can mid-review learning be shared with Committee members to inform (for</b></p>

	<i>example) the development of challenge questions? the direction of the ongoing review? Chairs' summaries during meetings and Officers' minute-taking?</i>
<b>Next steps</b>	<p><i>The Scrutiny Team will draft a Terms of Reference based on the responses above and other information and provide this to the originating committee/task group for discussion and agreement at the review's first meeting.</i></p> <p><i>Is anything else needed before that first meeting?</i></p>

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## OVERVIEW AND SCRUTINY COMMITTEE

### MUNICIPAL YEAR 25/26

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