

Set out below are areas where there is apparent overlap between recommendations made by the Independent Sheerwater Scrutiny Panel and the WFC and Associated Development Task Group's recommendations presented to the Overview and Scrutiny Committee on 15 June 2020. I have also included areas reported on by Internal Audit in the past 2 financial years where recommendations have been made. Internal Audit Summary reports have been used for this purpose and I have not reviewed the full reports for this purpose. The confidentiality that attaches to Internal Audit Reports should be noted.

I have read the Task Group papers presented to O&S (both part I and part II) and the Chief Executive's response but have not reviewed any other papers in relation to the WFC project and its associated developments for the purposes of this review. There are significant differences between the WFC project and the Sheerwater project but that is not to say that matters of governance, risk and project management would not be common to both. I have responded to the Task Group's recommendations.

	O&S Recommendation	Source of similar theme	Comment
i	Maintaining notes and minutes of meetings	ISSP rec. 29 (general applicability)	ISSP noted that notes of meetings had not been taken and, in particular, minutes of Sheerwater Oversight Panel meetings were not kept. Comment was made at the time that as this panel was intended as a sounding board and run by NVH the meetings were not serviced by member services who would ordinarily provide administrative support. The format of this panel has subsequently changed and meetings minuted. Member services cannot possibly resource every meeting involving Members and/or Officers but this should not mean that notes are not taken and kept where meetings discuss matters where decisions are taken or information is being gathered and discussed and such information will then be used to form decisions. This is particularly relevant to major projects to allow a clear audit trail but should also be general practice, embedded throughout the organisation. Formal minutes/notes should be stored appropriately and available as required by Members and Officers (subject to confidentiality or other appropriate constraint).
iv	Definition of "material change" to support delegated authorities	ISSP rec 24 (gen), 30 (gen)	Whilst not specifically related to a definition of "material change", the ISSP noted (24) that care needed to be taken to ensure that delegations and authorities were not exceeded and that Members receive accurate and complete information with derogations from standard practice noted. This recommendation was accepted and closed on the basis that provision was made in the Constitution for the Monitoring Officer to report to the approving body if he/she thinks that the approving body might not have been clear of the material intent. I'm not certain what change was made. Recommendation 30 related to maintaining corporate knowledge and having clear methods to identify decisions. This recommendation was agreed and Sharepoint/IKEN etc to be used.

v	Clarity over Officer Roles	Constitution/Officer Code of Conduct; General communication themes within ISSP report	There is guidance and regulation in place regarding declaration of interests. The issue here appears to be more one of communication than substance, the pertinent question perhaps being "Does it pass the smell test?" As WBC and its subsidiary structure become more complex perhaps more care needs to be taken to ensure that stakeholders (which may include the public) understand the various roles of Officers (and Members). Where someone is dual hatted in a project this is even more important to protect individuals. Consideration of documenting "potential conflicts" and ruling thereon (in addition to the standard declarations given at meetings) could perhaps be made?
vi	Business case to be submitted	ISSP 24; Internal Audit Report of Victoria Square	I would consider a business case to form part of the substantive information to be included in Council briefing papers. The IA report relating to Victoria Square highlighted the need for a single document that defined that project and, where resources did not allow this then a list of key areas was given. It was acknowledged by Officers that a summary document would have been more helpful despite the presence of detailed reports and financial models.
x/xi	Risk assessments	Internal Audits - Risk Management Strategy Review 2019/20 (advisory); Sheerwater Regeneration 2018/19	Internal Audit have raised a number of recommendations recently regarding matters pertaining to Risk. IA issued an advisory review of Risk Management (i.e. no recommendations were raised) but a further audit was planned for Q4 19/20. The IA plan for 20/21 contains items that will look at risk (or take their steer from risks identified) and governance (capital programme). The IA report for Sheerwater also highlighted that there was no dedicated risk register or issues log (at the time of reporting) although one general risk had been noted on the Corporate Risk Register. This has since been rectified although not until after the start of the build. It is considered that risk registers should be dynamic and proactive as well as reactive. The risks should be reviewed regularly.
xii	Dual Roles of Council	ISSP theme	The complexity of the roles of the Council, its Members and Officers, means that communication needs to be clear to permit full understanding and promote transparency. Within the Sheerwater review it was seen that confusion arose easily where roles were not clear. See by way of example, section 20 of the report. Structure charts (as recommended by IA in relation to Victoria Square) may assist.
xiii	Timing of projects	ISSP theme	It was apparent from the ISSP review that people will see connections and "motives" at will. Clear project timelines may assist in communication as will clarity over roles.