Haringey Council

Environment and Community Safety Scrutiny Panel

MONDAY, 29TH JUNE, 2015 at 6.30 pm HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, LONDON N22 8LE.

MEMBERS: Councillors Berryman, Bevan, B Blake, Elliott, Hare, Jogee (Chair) and Peacock

AGENDA

1. FILMING AT MEETINGS

Please note that this meeting may be filmed or recorded by the Council for live or subsequent broadcast via the Council's internet site or by anyone attending the meeting using any communication method. Although we ask members of the public recording, filming or reporting on the meeting not to include the public seating areas, members of the public attending the meeting should be aware that we cannot guarantee that they will not be filmed or recorded by others attending the meeting. Members of the public participating in the meeting (e.g. making deputations, asking questions, making oral protests) should be aware that they are likely to be filmed, recorded or reported on. By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings.

The chair of the meeting has the discretion to terminate or suspend filming or recording, if in his or her opinion continuation of the filming, recording or reporting would disrupt or prejudice the proceedings, infringe the rights of any individual or may lead to the breach of a legal obligation by the Council.

2. APOLOGIES FOR ABSENCE

3. ITEMS OF URGENT BUSINESS

The Chair will consider the admission of any late items of urgent business (late items will be considered under the agenda item where they appear. New items will be dealt with as noted below).

4. DECLARATIONS OF INTEREST

A member with a disclosable pecuniary interest or a prejudicial interest in a matter who attends a meeting of the authority at which the matter is considered:

(i) must disclose the interest at the start of the meeting or when the interest becomes apparent, and
(ii) may not participate in any discussion or vote on the matter and must withdraw from the meeting room.

A member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Register of Members' Interests or the subject of a pending notification must notify the Monitoring Officer of the interest within 28 days of the disclosure.

Disclosable pecuniary interests, personal interests and prejudicial interests are defined at Paragraphs 5-7 and Appendix A of the Members' Code of Conduct

5. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

To consider any requests received in accordance with Part 4, Section B, Paragraph 29 of the Council's Constitution.

6. MINUTES (PAGES 1 - 8)

To approve the minutes of the meeting of 10 March 2015.

7. TERMS OF REFERENCE - ENVIRONMENT AND COMMUNITY SAFETY SCRUTINY PANEL (PAGES 9 - 18)

To note the terms of reference for the Panel.

8. CORPORATE PLAN PRIORITY 3 - DELIVERY PLAN

To receive a presentation on actions to address Priority 3 within the Council's Corporate Plan; "A clean, well maintained and safe borough where people are proud to live and work".

9. WORK PROGRAMME UPDATE (PAGES 19 - 64)

To agree the items for prioritisation within the work plan for the Panel for recommendation to the Overview and Scrutiny Committee.

10. NEW ITEMS OF URGENT BUSINESS

To consider any items admitted at item 3 above.

11. DATES OF FUTURE MEETINGS

- 17 September 2015; and

- 1 March 2016.

Bernie Ryan
Assistant Director – Corporate Governance and
Monitoring Officer
Level 5
River Park House
225 High Road
Wood Green
London N22 8HQ

Rob Mack
Principal Scrutiny Support Officer
Level 5
River Park House
225 High Road
Wood Green
London N22 8HQ

Tel: 020 8489 2921
E-mail: rob.mack@haringey.gov.uk

Friday 19 June 2015

This page is intentionally left blank

MINUTES OF THE ENVIRONMENT AND COMMUNITY SAFETY SCRUTINY PANEL TUESDAY, 10 MARCH 2015

Councillors   B Blake (Chair), Gallagher, Gunes, Hare, Jogee and Wright

Co-Optees   Mr I. Sygrave (Haringey Association of Neighbourhood Watches)

CSP1. APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor Newton.

CSP2. DECLARATIONS OF INTEREST

None.

CSP3. DEPUTATIONS/PETITIONS/PRESENTATIONS/QUESTIONS

None.

CSP4. MINUTES

AGREED:

That the minutes of the meeting of 27 January 2105 be approved.

CSP5. CABINET MEMBER QUESTIONS; CABINET MEMBER FOR COMMUNITIES

Councillor Vanier, the Cabinet Member for Communities, reported on the key areas and developments within her portfolio as follows:

- Haringey was one of three boroughs that had been selected by the MOPAC to take part in a specific programme aimed at addressing the issue of gang violence. This was referred to as Operation Shield;

- The borough's Safer Neigbourhood Board was working well and had wide representation from across the borough;

- In response to anti semitic chanting on tube trains by West Ham supporters before a recent football match at Tottenham Hotspur, she had written to the British Transport Police asking what action they were planning to take;

- There had been effective partnership work with the Police to address anti social behaviour and drug dealing on the Love Lane estate in Tottenham. The ASBAT team had put up cameras and obtained evidence that had enabled action to be taken against several people. There had also been issues with prostitution. There had been no reports so far of people who action had been taken against returning to the area;

- A response was being prepared by the Community Safety Partnership to the issues raised by the recent report into child sexual exploitation in Rotherham;

- Statistics for levels of non domestic violence with injury within the borough were still high compared with similar local authority areas. Operation Equinox had been

**MINUTES OF THE ENVIRONMENT AND COMMUNITY SAFETY SCRUTINY PANEL
TUESDAY, 10 MARCH 2015**

launched to address the issue. In particular, this had included an SOS bus that was aimed to assist victims.

The Panel were of the view that the partnership approach that had proven successful on the Love Lane Estate needed to be replicated elsewhere. It was noted that the joint action on the estate had taken three years to achieve its objectives. Individual organisations now had fewer resources and therefore needed to pool them in order to address issues effectively. A similar process was being developed in Northumberland Park and the Department for Communities and Local Government had recently provided grant funding for capacity building work in the area. The model developed as part of this was intended to be transferable to other areas.

The Borough Commander commented that partners wished to have a model that fitted everywhere. The intention was to promote support and engagement with communities, as well as enforcement. It was important that any model was not over reliant on Police intelligence and was informed by wider local information. Prioritising particular areas facilitated the identification of resources to address issues. Although the model was intended to be transferable, it might be necessary for it to be adapted to fit local circumstances.

The Panel noted there had previously been issues with drug dealing in the Ladder area of Harringay. Action had been taken to address this, including the use of Acceptable Behaviour Contracts (ABCs). However, the problem had re-surfaced in recent months and there was some frustration amongst local residents that it had not been possible to deal successfully with it. The perpetrators often disappeared before the Safer Neighbourhood Team attended the scene. Residents had asked for CCTV to be installed or for plain clothes officers to attend but had been told that there were not the resources available to do this.

The Panel noted that effective work with the local community had taken place in Hornsey. A dialogue had been developed between local businesses and partners in the area. Crime prevention work had been undertaken and a radio link established. There was now also a traders association in the area. Panel Members commented that action had been effective once it had been initiated. However, a more proactive approach by partners would be beneficial.

In response to a question regarding recent criticism of the Prevent scheme to address violent extremism, the Cabinet Member reported that positive work had been undertaken with the Muslim community in Haringey. This had included training for teachers. There had also been joint meetings of local mosques. Work had also been undertaken to encourage third party reporting. Although progress had been slow with this, it would nevertheless be pursued. The Panel noted that referrals were now being received from schools. Where there were concerns, multi agency case conferences were arranged.

The Panel were of the view that the new Counter Terrorism Act could have implications for civil liberties and community relations and felt that a briefing might be of benefit.

AGREED:

That a briefing be provided to a future meeting of the Panel on the implications of the Counter Terrorism Act 2015.

MINUTES OF THE ENVIRONMENT AND COMMUNITY SAFETY SCRUTINY PANEL
TUESDAY, 10 MARCH 2015

CSP6. GANGS AND OPERATION SHIELD

Gareth Llywelyn-Roberts, the Offender Management Strategic Lead, reported that the Offender Management Unit was a single, co-located body. It included the Integrated Gangs Unit which had a dual enforcement and engagement role. It provided a single link to all support agencies and could mentor, support and intervene with individuals who wished to exit gangs. Gang Exit Workers worked with a cohort of up to 70 gang affected individuals and a range of different partners. Re-offending by those on the programme had been reduced by 58%, including a reduction in the seriousness of offences committed. The retention rate was 89% and over 60% were in either education or employment.

Operation Shield was an initiative that was aimed at reducing gang violence that involved a range of partners, led by the Police. It targeted those individuals whose behaviour had the greatest negative impact on local communities. It was underpinned by three key strands:

- Consequences for Violence - identifying and focusing enforcement on those groups involved in the continuation of violent offences;

- Community Voice - mobilising local communities and key members to reinforce key moral messages that violence will not be tolerated;

- Help for those who ask - allowing individuals the opportunity to exit from the criminal lifestyle.

A significant amount of drugs were distributed through gangs. It was considered disrespectful to enter another gang's area. Violence was also often caused by individuals seeking to escalate disputes in order to progress their position or by drug users. The vast majority of gang members were vulnerable and characterised by issues such as school exclusion and ADHD. Work was being undertaken through schools and there was now a clear referral route.

In answer to a question, Mr Llywelyn-Roberts stated that the Gang Intervention Model would not target people for enforcement on a 'by association' basis. This was an issue which had been promoted by groups opposed to the Shield initiative. In all circumstances, enforcement action could only be taken against those who committed the offence. The Shield model was clear that where a trigger offence was committed this would in turn trigger the enforcement action against the whole group identified as being part of the 'gang' but this would only be for offences they had committed.

In answer to a question, Mr Llywelyn-Roberts reported that 86% of offenders identified as gang members were young black men. There were also specific gangs that tended to have members from specific ethnic backgrounds i.e. Turkish, Albanian and Somali young people. The ethnic disporportionality was well known and long standing. Work was being undertaken with communities to assist in reducing the level of vulnerability of young people within them to becoming involved in gangs. In respect of Operation

Shield, it was noted that it was time limited. What would come after it was important and consideration was being given to further preventative work.

The Borough Commander reported that the Police in Haringey had a team of 20 officers working on gang related issues and also had access to the Trident team. Whilst enforcement and deterrent could be effective in the short term, the issue that needed to be addressed was why young black men were committing acts of such extreme violence against each other. Until this was addressed successfully, long term progress would not be made.

The Panel noted that the drivers were not just economic. Some young people were coerced into becoming involved. It was noted that only a relatively small proportion of gang members were under 15. However, they could be groomed into becoming active gang members from that age and earlier.

The Panel were of the view that the performance statistics were impressive but felt that further detail on the volume of offences involved would provide clearer context. It was noted that it was not always clear whether offending groups were gangs or organised criminal networks and, in addition, many were active in a number of different boroughs.

CSP7. OPERATION EQUINOX

Victor Olisa, the Police Borough Commander for Haringey, reported that across London there had been an increase of 9,000 per year in the number if violent crimes, including 2,500 instances of violence with injury. In Haringey, there had been an increase of 19%, which equated to 36 more offences per month. Instances of non domestic violence with injury had increased by 10 per month or 23%. However, this did not mean that there had been a large increase in violence as this had been due to a change in how crimes were recorded. The new system of recording was more ethical and consistent.

Operation Equinox had focussed on the three wards within the borough that were in the top 30 in London for violent crime. These had also experienced increases in recorded violent crime. The intention of the scheme was to detect and prevent violent crime and reassure local communities. Just under half of violent crime took place in public places with slightly more taking place within premises. 2% of offences took place in licensed premises. Current detection levels were slightly down to 28% but this was not considered significant, bearing in mind the changes in recording methods. The target was to reduce violent crime by 6% in the next three years. The borough was no more violent than the average for London.

In answer to a question regarding the recording of violent crime, Mr Olisa reported that, for example, slapping had previously been recorded as common assault. However, if it caused bruising it was now recorded as Actual Bodily Harm. The re-categorisation of offences had inflated the statistics.

The Panel commented that initiatives such as the SOS bus and the Summer Night Lights scheme had shown that visible policing and community engagement worked. However, there was concern that the current cuts to Police budgets meant that there was now less visible policing.

**MINUTES OF THE ENVIRONMENT AND COMMUNITY SAFETY SCRUTINY PANEL
TUESDAY, 10 MARCH 2015**

Mr Olisa reported that the Local Policing Model had involved increasing the number of uniformed officers on front line duties. As part of this, shift patterns were changed so that more officers were available during periods of peak demand. The changes had also meant that Neighbourhood officers were now responsible for investigating some crimes and that had led to them being off the streets for periods of time. In addition, there had a range of other responsibilities which could take them away from patrolling and community engagement. The Local Policing Model was being reviewed to see if it was possible to increase the levels of patrolling. Outside of London, Police numbers had been cut. The Mayors Office for Policing and Crime (MOPAC) had made clear that they did not wish to do this in London but it was possible that they might have to reconsider this in the future.

Members of the Panel expressed concern that reduced Council services and less engagement by the Police could lead to worsening relations with the local community. Mr Olisa stated that the changes did not necessarily mean less engagement. Neighbourhood officers still patrolled on foot. In addition, there were 20 Police officers linked to secondary schools and another 5 linked to primary schools. In addition, there was a programme of engagement work, including youth clubs and work with local churches.

In answer to the a question, Mr Olisa stated that there were times when Neighbourhood officers were away from their beat due to, for example, the need to process offences. However, the number of officers on neighbourhood duties had remained the same.

The Panel thanked Mr Olisa for his contribution.

CSP8. **SUPPORT TO VICTIMS OF CRIME**

Tessa Newton, from Victim Support, provided the Panel with an overview of the support arrangements for victims of crime.

The Panel noted that the grant funding from the Ministry of Justice for Victim Support had been divided and would be allocated to local Police Crime Commissioners from April 2015 to commission local services to victims. In London, this role was undertaken by the MOPAC, who had been an early adopter of the new budgetary arrangements. A grant had been awarded to Victim Support to run a revised victim service for London from October 2014 for 12 months. As part of this, there were now new processes for Enhanced Priority and Standard Referrals. There was a particular focus on vulnerable and repeat victims. In addition, there were now new services for children and young people and international visitors.

Referrals were now received for all victims of crime, including crime types not previously funded for support, such as business crime and motor vehicle theft. Referrals were either categorised as enhanced priority or standard. The service that was offered as part of the enhanced service was much more intensive. Vulnerable victims were automatically offered enhanced support. In addition, the service was looking at the factors that could make people vulnerable.

There were a number of specific projects that were being undertaken in Haringey. These included projects focussed on support for young victims and people not

**MINUTES OF THE ENVIRONMENT AND COMMUNITY SAFETY SCRUTINY PANEL
TUESDAY, 10 MARCH 2015**

engaging with the Police. Referrals generally came from the Police. Young people heard about the service from the Police. However, Victim Support was not as well known as some other charities. Other boroughs did not currently have the same approach as Haringey, which aimed to be proactive in engaging with young people.

The support provided could include emotional support as well as advocacy. Information could also be provided about the criminal justice system as well as compensation. In particular, victims were prepared for court by working with them so that they knew what to expect. They were also taken through what rights and options that they had.

The Panel noted that the Metropolitan Police had the lowest victim satisfaction rate of any Police service in the country. Ms Newton commented that the situation in Haringey was no different to anywhere else in London. The service could act as a go between with victims and the Police and, if necessary, advise them on making a complaint. The Panel noted that current victim satisfaction rates were had increased in the previous year to 84%.

Ms Newton reported that the Mayors Office were now funding a pan London domestic violence service which would provide additional resources to fund Independent Domestic Violence Advocates in the borough in order to provide greater support and more consistent support for victims. In addition, Victim Support in Haringey was working with colleagues in Hackney on a specific project focusing on Anti Social Behaviour. 70% of referrals in respect of anti social behaviour came from organisations other then the Police. Victim Support was now also funded to provide support for victims of business crime, which had not previously been the case. As part of this, there would be a new worker who would be working with businesses in the Wood Green area.

The Panel thanks Ms Newton for her presentation.

CSP9. WORK PLAN

Panel Members reported back on a recent visit to Organic Lea, that was arranged in response to concerns raised within the budget scrutiny process about the future of the Wolves Lane nursery.

The Panel noted that the Organic Lea site was 12 acres in size. It was run as a workers co-operative on a not-for-profit basis. They currently supplied 300 boxes per week. In addition, they also supplied 15 cafes. The organisation paid a peppercorn rent and had a 30 year lease on its site. It had obtained a lottery grant of £300,000 to fund its operations and provided, amongst other things, horticulture training to local people. 150 people volunteered at the site regularly. The organisation had expressed an interest in working on future plans for Wolves Lane and a meeting was being set up to take this further.

Panel Members commented that they had been impressed by the commitment of the organisation. The model that they were operating was well researched and effective and they had stated their commitment to work with satellite organisations. The development of a similar operation would be well fitted to Wolves Lane and the Panel was keen that action be taken to take this option forward.

**MINUTES OF THE ENVIRONMENT AND COMMUNITY SAFETY SCRUTINY PANEL
TUESDAY, 10 MARCH 2015**

CSP10. VOTE OF THANKS

It being the last meeting of the Panel for the current Municipal Year, the Chair was thanked by the Panel for her work as Chair. The Chair thanked Members and officers for their kind assistance and co-operation.

Cllr Barbara Blake

Chair

This page is intentionally left blank

Agenda Item 7

![Haringey Council logo]

Report for:	Environment and Community Safety Scrutiny Panel – 29 June 2015	Item Number:	

Title:	Terms of Reference – Environment and Community Safety Scrutiny Panel

Report Authorised by:	Bernie Ryan, Assistant Director of Corporate Governance

Lead Officer:	Clifford Hart, Democratic Services Manager, 0208 489 2920 clifford.hart@haringey.gov.uk

Ward(s) affected: All	Report for Key/Non Key Decisions: N/A

1. Describe the issue under consideration

1.1. There are 5 scrutiny bodies in Haringey – an overarching Overview & Scrutiny Committee (OSC) with four standing sub-committees (panels), these being:

- Adults & Health;
- Children & Young People;
- Environment & Community Safety
- Housing & Regeneration.

1.2. The Overview and Scrutiny Committee agreed the terms of reference of each scrutiny body at its meeting on 8 June 2015. This report sets out the terms of reference for Environment and Community Safety Scrutiny Panel.

2. Recommendations

2.1. That the terms of reference for the Environment and Community Safety Scrutiny Panel be noted.

3. Other options considered

N/A

4. Scrutiny panels general

4.1. Within the Overview & Scrutiny structure, there is one overarching Overview and Scrutiny Committee and four scrutiny panels. The Scrutiny Panels have responsibility for scrutinising their own discrete areas of work, which are:

- Adults & Health;
- Children & Young People;

- Environment & Community Safety
- Housing & Regeneration.

4.2. Scrutiny panels are non-decision making bodies. The work programme and any subsequent reports and recommendations that each panel produces must therefore be approved by the Overview & Scrutiny Committee. Such reports can then be referred to Cabinet or Council under agreed protocols. Terms of reference are generic for all scrutiny panels.

4.3. The Overview and Scrutiny Committee has determined the terms of reference of each Scrutiny Panel. If there is any overlap between the business of the Panels, it is the responsibility of the Overview and Scrutiny Committee to resolve this issue. Areas which are not covered by the 4 Scrutiny Panels shall be the responsibility of the main Overview and Scrutiny Committee.

5. Terms of Reference for Scrutiny Panels

Policy Development and Review

5.1 Any Scrutiny Panels established by the Overview and Scrutiny Committee may, in accordance with Part Two, Article 6.03 (b) of the constitution:

 i. Assist the Council and the Cabinet in the development of its budget and policy framework by in-depth analysis of policy issues;
 ii. Conduct research, community and other consultation in the analysis of policy issues and possible options;
 iii. Consider and implement mechanisms to encourage and enhance community participation in the development of policy options;
 iv. Question members of the Cabinet and chief officers about their views on issues and proposals affecting the area; and
 v. 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.

Scrutiny processes

5.2 Any Scrutiny Panels established by the Overview and Scrutiny Committee may, in accordance with Part Two, Article 6.03 (c) of the constitution:

 i. Review and scrutinise the decisions made by and performance of the Cabinet and council officers both in relation to individual decisions and over time;
 ii. Review and scrutinise the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas;
 iii. Question members of the Cabinet and chief 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;
 iv. Make recommendations to the Cabinet or relevant nonexecutive Committee arising from the outcome of the scrutiny process;
 v. Review and scrutinise the performance of other public bodies in the area and invite reports from them by requesting them to address the overview and scrutiny committee and local people about their activities and performance; and
 vi. Question and gather evidence from any person (with their consent).

Approval of findings and recommendations

5.3 Scrutiny Panels must refer their findings/recommendations to the main Overview and Scrutiny Committee for approval prior to referral to Cabinet or the Council as appropriate.

Policy Areas covered by scrutiny bodies

5.4 The policy areas covered by the Environment and Community Safety Scrutiny Panel are as follows:

- Streets and Highways
- Parking and traffic management
- Recycling, waste and street cleaning
- Licensing (except HMOs)
- Environmental health and enforcement
- Parks and open spaces
- Leisure and Leisure Centres
- Community Safety
- Engagement with the Police
- Tackling antisocial behaviour

5.5 Full details of the policy areas covered by Overview & Scrutiny Committee and scrutiny panels are as set out in **Appendix A**.

6. Membership of scrutiny panels

6.1 As laid out in the Overview and Scrutiny Protocol, individual panels will be chaired by a Member of the Overview & Scrutiny Committee. The total membership of the panel will consist of between 3 and 7 non executive members and be politically proportional as far as possible (including the Chair), and that apart from the Chair, the other Panel members to be non-executive members who do not sit on the OSC.

6.2 Each Scrutiny Panel is entitled to appoint up to three non-voting co-optees while the Children and Young People's Scrutiny Panel membership, shall include the statutory education representatives of OSC.

6.3 The Overview and Scrutiny Committee, in developing a work programme for 2015/16, has agreed it is important to broaden the opportunity for community engagement in the scrutiny process. With this in mind, members of the Overview and Scrutiny Committee will be reviewing the use of co-option onto scrutiny panels. As a result, it is not intended to make any discretionary appointments until after this review has taken place.

6.3 The membership of the Environment and Community Safety Scrutiny Panel has been agreed as:

- Cllr Adam Jogee (Chair)
- Cllr John Bevan
- Cllr Patrick Berryman
- Cllr Barbara Blake
- Cllr Bob Hare
- Cllr Martin Newton
- Cllr Shelia Peacock

7. Cycle of meetings

7.1 The meeting dates for the Environment and Community Safety Scrutiny Panel, agreed by Full Council, are set out below:

- 29 June 2015
- 17 September 2015
- 1 March 2016
- Plus one to schedule

8. Comments of the Chief Finance Officer and financial implications

8.1 There are no financial implications arising from the recommendations set out in this report. Should any of the work undertaken by panels generate recommendations with financial implications, these will be highlighted at that time.

9. Comments of the Assistant Director of Corporate Governance and legal implications

9.1 The Head of Legal Services has been consulted on this report. Under the Local Government Act 2000 an Overview & Scrutiny Committee has the power to appoint one or more sub-committees to discharge any of its functions. In accordance with the Terms of Reference, the Scrutiny Panel may only report their conclusions/findings/recommendations to the Cabinet or Council with the approval of the main Overview and Scrutiny Committee.

10. Equalities and Community Cohesion Comments

10.1 Overview and scrutiny has a strong community engagement role and aims to regularly involve local stakeholders, including residents in its work. It seeks to do this through:

- Helping to articulate the view of members of the local community and their representatives on issues of local concern.

- Bringing local concerns to the attention of decision makers and incorporating them into policies and strategies.

- Identifying and engaging with hard to reach groups.

- Helping to develop consensus by seeking to reconcile differing views and developing a shared view of the way forward.

10.2 The evidence generated by scrutiny reviews / committee work helps to identify the kind of services wanted by local people. Scrutiny promotes openness and transparency. All meetings and documents are public and therefore open to local people.

11. Head of Procurement Comments

11.1 N/A

12. Policy Implications

12.1 Scrutiny has a policy development and review role across the Council and with local partners. It is therefore anticipated that Scrutiny Panels will, during the course of the year, make recommendations which may impact on the policies and practice of the Council and its partners. The implications of such policy changes will be assessed by the panel and highlighted in any recommendations to Overview & Scrutiny Committee and Cabinet.

13. Use of Appendices

13.1 **Appendix A** – Scrutiny Panel Remits, Memberships and Meeting Dates (2015-16)

14. Local Government (Access to Information) Act 1985

This page is intentionally left blank

Appendix A

Overview & Scrutiny Committee and Scrutiny Panel Remit, Membership and Meeting Dates 2015-2016

Cabinet Link (s)	Areas of Responsibility	Scrutiny body	
Leader of the Council Cllr Claire Kober **Cabinet Member for Economic Development, Social Inclusion and Sustainability** Cllr Joe Goldberg **Cabinet Member for Resources and Culture** Cllr Jason Arthur	**Leader:** Growth and inward investment Commissioning Communications External partnerships Council performance Corporate policy and strategy **Economic Development, Social Inclusion and Sustainability** Tackling unemployment and worklessness Financial inclusion Social inclusion Post 16 education Increased job opportunities Adult Learning and skills Carbon Reduction and Haringey 40:20 **Resources and Culture:** Customer services and Customer Transformation Programmes* Corporate Infrastructure programme Information Technology Procurement and commercial partnerships Council budget Council tax, benefits and taxation Human resources and staff wellbeing Governance services (inc Member Enquiries) Arts and Culture / Libraries	**Overview & Scrutiny Committee** **Chair: Cllr Charles Wright** Membership: Cllr Pippa Connor (Vice Chair) Cllr Councillor Eugene Akwasi-Ayisi Cllr Kirsten Hearn Cllr Adam Jogee	Scheduled meetings: 8th June 2015 27th July 2015 19th October 30th November 2015 17th December 2015 25th January 2016 8th March 2016 Officer Support: Martin Bradford 0208 489 6950 Martin.Bradford@Haringey.gov.uk Christian Scade, 0208 489 2933 Christian.scade@haringey.gov.uk Committee Clerk Natalie Layton 0208 4899 2919 natalie.layton@haringey.gov.uk

Deputy Leader & Cabinet Member for Communities Cllr Bernice Vanier	**Communities:** Equalities Community engagement **Other:** St Ann's Hospital redevelopment		
Cabinet Member for Health and Wellbeing Cllr Peter Morton	**Health and Wellbeing:** Adult social care Public health Safeguarding adults Health and social care integration and commissioning Disabilities Voluntary sector engagement Working with CCG and NHS Children to adult social care transition	**Adults and Health Scrutiny Panel** **Chair: Cllr Pippa Connor** Membership: Cllr Gina Adamou Cllr David Beacham Cllr Clare Bull Cllr Raj Sahota Cllr Felicia Opoku Cllr Denise Marshall	<u>Scheduled meetings:</u> 29th June 2015 17th September 2015 1st March 2016 (+1 to schedule) Officer support: Christian Scade, 0208 489 2933 Christian.scade@haringey.gov.uk

	Housing & Regeneration: Tottenham regeneration programme Borough-wide regeneration Corporate property and investment Housing investment programme Housing policy Homelessness Homes for Haringey and social landlords **Planning:** Planning policy Planning applications and development management Building Control Planning Enforcement Houses of Multiple Occupation	**Housing & Regeneration Panel** **Chair: Cllr Councillor Eugene Akwasi-Ayisi** Membership: Cllr Emine Ibrahim Cllr Martin Newton Cllr Gail Engert Cllr Tim Gallagher Cllr Eddie Griffith Cllr Makbule Gunes	Scheduled meetings: 9th July 2015 8th October 2015 3rd March 2015 (+1 to schedule) Officer Support: Martin Bradford 0208 489 6950 martin.bradford@haringey.gov.uk
Cabinet Member for Housing and Regeneration Cllr Alan Strickland **Cabinet Member for Planning** Cllr Ali Demirci			
Cabinet Member for Environment Cllr Stuart McNamara	**Environment:** Streets and Highways Parking and traffic management Recycling, waste and street cleaning Licensing (except HMOs) Environmental health and enforcement Parks and open spaces Leisure and Leisure Centres **Communities:** Community Safety Engagement with the Police Tackling antisocial behaviour	**Environment & Community Safety Scrutiny Panel** **Chair: Cllr Adam Jogee** Membership: Cllr John Bevan Cllr Patrick Berryman Cllr Barbara Blake	Scheduled meetings: 29th June 2015 17th September 2015 1st March 2016 (+1 to schedule) Officer Support: Rob Mack 0208 489 2921 Rob.Mack@Haringey.gov.uk

Deputy Leader & Cabinet Member for Communities Cllr Bernice Vanier		Cllr Bob Hare Cllr Sarah Elliot Cllr Sheila Peacock	
Cabinet Member for Children and Families Cllr Ann Waters	**Children & Families:** Outstanding for all - schools and learning Safeguarding children Early years and child care Adoption and fostering Looked-after children Children with disabilities or additional needs Haringey 54,000 programme* Youth and Youth Offending Services	**Children & Young People Scrutiny Panel** Chair: Cllr Kirsten Hearn Membership: Cllr Clive Carter Cllr Liz Morris Cllr Charles Wright Cllr Mark Blake Cllr Reg Rice Cllr Toni Mallett	<u>Scheduled meetings:</u> 9th July 2015 8th October 2015 3rd March 2015 (+1 to schedule) Officer Support: Rob Mack 0208 489 2921 Rob.Mack@Haringey.gov.uk

Haringey Council

Report for:	Environment and Community Safety Scrutiny Panel – 29 June 2015	Item Number:	

Title:	Work Programme Development

Report Authorised by:	Bernie Ryan, Assistant Director of Corporate Governance

Lead Officer:	Clifford Hart, Democratic Services Manager, 020 8489 2920, clifford.hart@haringey.gov.uk

Ward(s) affected:	Report for Key/Non Key Decisions:
All	N/A

1. Describe the issue under consideration

1.1 Developing an effective work programme is the bedrock of an effective scrutiny function. Done well, it can help lay the foundations for targeted, inclusive and timely work on issues of local importance where scrutiny can add value. Done badly, scrutiny can end up wasting time and resources on issues where the impact of any work done is likely to be minimal.

1.2 Throughout May and June a number of consultative processes have been employed to support the development of the scrutiny work programme with the final programme being agreed by the Overview and Scrutiny Committee on 27 July 2015.

1.3 The aim of this report is to assist the Environment and Community Safety Scrutiny Panel in prioritising topics for inclusion in their work programme.

1.4 Scrutiny panels are non-decision making bodies. The work programme and any subsequent reports and recommendations that each panel produces must therefore be approved by the Overview & Scrutiny Committee.

2. Cabinet Member introduction

N/A

3. Recommendations

Haringey Council

(a) That the Panel agree that the items outlined in section 8 of the report be prioritised for inclusion in the 2015/16 work programme.

(b) That the Overview and Scrutiny Committee be recommended to endorse (a) above at its meeting on 27 July 2015.

(c) That, in respect of the items agreed for inclusion in the 2015/16 scrutiny work programme, the Chair of the Panel meets with appropriate Cabinet members and senior officers to clarify further the work programme.

4. Alternative options considered

4.1 N/A

5. Background information

> *"**Scrutiny** is based on the principle that someone who makes a decision...should not be the only one to review or challenge it."*

> *"**Overview** is founded on the belief that an open, inclusive, member led approach to policy review...results in better policies in the long run"*

(Jessica Crowe, former Executive Director, Centre for Public Scrutiny)

Principles

5.1 Expending resources on investigating an issue via scrutiny requires clear justification yet there are often difficulties in prioritising work. Some of the problems in developing and maintaining an effective work programme include:

- Agenda creep and losing sight of the key issues;

- Diving into detail;

- Focusing on minor points;

- Going over old ground;

- Lack of progress on identified issues;

- Overlapping with the role of other committees;

- Hobbyhorses;

- Running out of time;

- Political loyalty versus the independence of scrutiny.

5.2   To help overcome these barriers, the careful selection and prioritisation of work is essential if scrutiny is to be successful, gain buy in from senior officers and Cabinet, retain credibility and achieve added value.

5.3   The Centre for Public Scrutiny has identified a number of features in planning an effective scrutiny work programme[1], which include:

- It should be a **member led process** (e.g. involvement of all non executive members, and members leading on the short-listing and prioritisation of topics – with support from officers)

- It should **reflect local needs, priorities and policies** (e.g. issues of community concern as well as those priorities identified in the Corporate Plan and proposals within the Medium Term Financial Strategy)

- It should **prioritise topics** for scrutiny involvement that have most impact /benefit

- It should **involve local stakeholders**; e.g. local residents, community groups, Residents Associations, partners, businesses, and service users.

- It **should be flexible** to enable scrutiny to respond to new or urgent issues as they emerge.

- **Having a meaningful discussion** about the work programme probably works better than a complex set of feasibility criteria, which may be over-bureaucratic and resource intensive.

6.   Components of a scrutiny work programme

6.1   Overview and Scrutiny has a number of distinct functions which provide a framework for the activities of local scrutiny bodies. An effective scrutiny work programme should aim to reflect a balance of these activities;

- **Holding the Executive to Account** – questioning the Leader and Cabinet Members on issues within their portfolio and through pre- and post-cabinet decision scrutiny. For example, the operation of 'Call-in' procedures and ensuring meaningful input into the development of business cases relating to decisions made by Council in February.

- **Policy Review and Development** – assisting Cabinet by undertaking strategic reviews to assess the effectiveness of existing policies or to inform the development of new strategies;

---

[1] A Cunning Plan: Devising a Scrutiny Work Programme, Centre for Public Scrutiny, 2011

- **Performance Monitoring** – identifying services that are not performing, investigating and making recommendations for improvement;

- **External Scrutiny** – scrutinising and holding to account those partners and other local agencies which provide key services to the public;

- **Public and community engagement** – engaging and involving local communities in scrutiny activities and scrutinising those issues which are of concern to the local community.

6.2   In the context of these functions, and in accordance with the scrutiny protocol, a range of reports can be requested by scrutiny. Depending on the selected topic and the planned outcome, this could include:

(i)   Performance Reports;

(ii) One off reports on matters of national or local interest or concern (e.g. Casey Report);

(iii) Issues arising out of internal and external assessment (e.g. Ofsted, Care Quality Commission);

(iv) Reports on strategies and policies under development, or other issues on which the Cabinet or officers would like scrutiny views or support;

(v)   Progress reports on implementing previous scrutiny recommendations accepted by the Cabinet or appropriate Executive body.

6.3   In addition in-depth scrutiny reviews are an important aspect of Overview and Scrutiny work and provide opportunities to thoroughly investigate topics and to make improvements. Through the gathering and consideration of evidence from a wider range of sources, they enable more robust and effective challenge as well as an increased likelihood of delivering positive outcomes. In depth reviews should also help engage the public, and provide greater transparency and accountability. It is nevertheless important that there is a balance between depth and breadth of work undertaken so that resources can be used to their greatest effect.

7.   Prioritising and selecting issues for scrutiny involvement

7.1   There are a number of practical criteria which are used to assist in the prioritisation and selection of scrutiny topics. Selected topics should:

- Compliment the priorities and work of the Council and its partners;

- Not duplicate work being undertaken elsewhere by the Council and its partners;

- Reflect the concerns of the wider community;

- Be practical and demonstrate a positive and beneficial impact.

Haringey Council

7.1   Throughout May and June consultation and engagement with local stakeholders took place to support the development of the Overview and Scrutiny work programme. This included:

- Public Survey - local residents and community groups;

- Scrutiny Cafe – non executive members, local partners and senior officers;

- Informal meetings with Cabinet Member and Senor Officers;

7.2   These activities have been used to guide and inform the selection of work programme items for each scrutiny panel.

8.   Work Programme Development

8.1   Public engagement and involvement is a key function of scrutiny and local residents and community groups are encouraged to participate in all aspects of scrutiny from the development of the work programme to participation in project work (e.g. providing service assessments / service user insights).

8.2   To ensure issues considered by scrutiny are both important and relevant to the local community, an online survey was distributed to local residents, community groups and other local stakeholders to assess their views. This was administered for a three week period from mid-May and generated approximately 60 individual qualitative responses.

8.2   Further to the completion of the survey, the Chairs of all scrutiny bodies have met with relevant Cabinet members and senior officers to further discuss issues arising from the survey.

8.3   From these activities, and work rolled over from last year, a summary of suggestions – attached at **Appendix A** – was prepared for the Scrutiny Cafe that took place on 15 June.

8.4   The aim of the Scrutiny Cafe was to bring together key local stakeholders (non executive members, partners and senior council officers) for round table discussions to further inform the development of the scrutiny work programme. Discussions were themed around the council's corporate priorities.

8.5   From this discussion at the Scrutiny Cafe, a number of potential issues were identified for inclusion in the Panel's work programme for 2015/16. These are summarised below. These are linked to Corporate Priority 3, which covers the key areas that are covered within the Panel's terms of reference.

Environment and Community Safety Scrutiny Panel – Work Programme Areas for 2015/16

Haringey Council

Priority 3 – "*A clean, well maintained and safe borough where people are proud to live and work*"

Suggestion	Priority	Comments
Major Project: • The group identified two areas which the felt would merit an in-depth OSC project; (i) Joined up enforcement and (ii) cycling. • In terms of priority, it was agreed that joined up enforcement should be at a higher level than the cycling project. • Following discussion subsequent to Scrutiny Cafe event, it is now proposed that joined up enforcement should instead be considered by the Overview and Scrutiny Committee rather than the Panel as the issue is cross cutting in nature.		

Joined up enforcement	High	• This could look at a number of issues, including the following:
		  ➢ How other boroughs were approaching the issue;
		  ➢ Publicity and communication with residents;
		  ➢ How to increase the perception of risk so the people were less likely to offend;
		  ➢ Houses in multiple occupation (HMOs) and licensing;
		  ➢ Anti social behaviour; and
		  ➢ Progress with implementing recommendations of the previous scrutiny exercise on the issue.

Cycling	Medium	• This could look at what could be done to increase the level of participation in cycling within the borough, which is comparatively low, and safety. As part of this, work could be undertaken to see how the issue was approached by boroughs with higher rates of participation. • It was also suggested that issues affecting pedestrians should also be looked at as part of this work.
"One-off" items		

Suggestion	Priority	Comments
		• The group identified a number of smaller 'one-off our update reports' which the OSC should consider requesting officers to prepare and present over the course of the next 12 months
Community safety	High	• It was considered that a number of issues and related suggestions could be looked at as part of the regular process of looking at the work of the Community Safety Partnership and consideration of crime statistics. These included: ➢ Violent crime; ➢ Prevention of violent extremism; ➢ The Neighbourhood Policing Model; and ➢ Community engagement.
Reducing waste	High	• This could look at what could be done to change behaviour in order to reduce the amount of waste requiring disposal, including the balance between enforcement and encouragement. The fly tipping and maintaining front gardens suggestions could be incorporated into this piece of work. In addition, it could also look at what can be done to take levels of recycling to the next level.
Parks	Medium	• This would also incorporate the suggestion regarding events in parks. It was felt that this could look at a number of related issues including facilities within parks, performance, events and asset management.
Violence Against Women and Girls	Medium	• It was felt that this could build on the useful work that was undertaken by the Environment and Community Safety Panel last year and focussed on domestic violence and abuse and, in particular, the response of health services. • One particular issue that could be examined was under reporting and how this could be addressed. Action taken by other boroughs could be looked at as part of this.

Haringey Council

Suggestion	Priority	Comments
"May be" • It was considered that, whilst the following items might have potential as items, it was unlikely that there would be space and time to address them.		
Waterways	Low	• Access to waterways within the borough was felt to be in need of improvement as well as their upkeep. The lack of people accessing them and their condition was felt to encourage crime and anti-social behaviour.
Development and green space	Low	• This could focus on maintaining a suitable balance between development, particularly for housing, and preserving green spaces for recreation and play.

8.6 In addition, under agreed scrutiny protocols, Cabinet Members will be invited to attend relevant scrutiny panels twice each year to discuss issues within their portfolio area. The format of Cabinet Q and A is not prescribed and can be varied according to local agreement between the Chair and Cabinet member.

9. Monitoring

9.1 Once the work programme is agreed, there are both formal and informal systems in place to ensure effective monitoring of the work programme. Regular agenda planning meetings (with the Chair and senior officers) and discussion at Committee itself gives an opportunity to:

- Discuss the format, structure and priority of future items/meetings;

- Discuss the rules and procedures for formal meetings – ensuring clarity, consistency, and good time keeping;

- Discuss what other information is required, including the identification and of witnesses which may include external experts, service-users, community groups, amongst others;

- Consider options for getting out and about including site visits to other authorities and front-line service visits;

- Develop key lines of enquiry or a questioning strategy;

Haringey Council

- Ensure the right people attend the right meetings at the right time;

- Follow up on any actions agreed, ensuring outcomes from recommendations;

- Consider member development needs to enable activities to be planned that take into consideration items included on the future work programme.

9.2 To assist in work programme development and monitoring, a new work programme template – attached at **Appendix B** - has been created to ensure the details and desired outcomes of items on the work programme can be kept under review.

9.3 In considering its future work plan, each scrutiny panel may wish to consider Haringey's Forward Plan. This provides 28 days notice of key decisions that the Cabinet is expected to take over the next three months, together with key decisions to be taken by individual Cabinet Members. The Forward Plan is updated and republished on a monthly basis and covers a period of three months.

10. Comments of the Chief Finance Officer and financial implications

10.1 The Chief Finance Officer has been consulted on this report and can confirm there are no direct financial implications. Should any of the work undertaken by Overview and Scrutiny generate recommendations with financial implications these will be highlighted at that time.

11. Comments of the Assistant Director of Corporate Governance and Legal Implications

11.1 The Assistant Director of Corporate Governance has been consulted on this report and can confirm there are no direct legal implications.

11.2 Under Section 21 (6) of the Local Government Act 2000, an Overview and Scrutiny Committee has the power to appoint one or more sub-committees to discharge any of its functions.

11.3 In accordance with the Council's Constitution, the work programme and any subsequent reports and recommendations that each panel produces must be approved by the Overview and Scrutiny Committee.

12. Equalities and Community Cohesion Comments

12.1 Overview and Scrutiny has a strong community engagement role and aims to regularly involve local stakeholders, including residents, in its work. It seeks to do this through:

- Helping to articulate the view of members of the local community and their representatives on issues of local concern.

- Bringing local concerns to the attention of decision makers and incorporating them into policies and strategies.

- Identifying and engaging with hard to reach groups.

- Helping to develop consensus by seeking to reconcile differing views and developing a shared view of the way forward.

12.2 The evidence generated by scrutiny reviews / committee work helps to identify the kind of services wanted by local people. It also promotes openness and transparency as meetings are held in public and documents are available to local people.

13. Head of Procurement Comments

N/A

14. Policy Implication

14.1 There are no direct policy implications. However, this report sets out how the work of Overview and Scrutiny will contribute and add value to the work of the Council and its partners in meeting locally agreed priorities.

15. Use of Appendices

Appendix A – Suggestions for Overview and Scrutiny (Scrutiny Cafe Booklet)

Appendix B – Future Work Programme Template

16. Local Government (Access to Information) Act 1985

Suggestions for Overview Scrutiny

●●●●○ O2-UK 🛜　　23:23　　* 100% ▬▬▶⚡
oxforddictionaries.com

Definition of *scrutiny* in English:

scrutiny

Line breaks: scru|tiny
Pronunciation: /ˈskruːtɪni 🔊　/

NOUN (plural scrutinies)

[MASS NOUN]

Critical observation or examination:

*'every aspect of local government was placed **under scrutiny**'*

MORE EXAMPLE SENTENCES ⌄

SYNONYMS ⌄

This page is intentionally left blank

Priority 1:

Outstanding for all

Enable every child and young person to have the best start in life, with high quality education

Vision:

"We will work together with families to ensure that every child in Haringey has the very best start in life, including world class education."

Objectives	The role of the council
All children will have the best start in life	We will work with health service commissioners and health and education providers to ensure that there is access to excellent health care and that parents and families can access those services and have confidence in them.
Children and young people across Haringey excel at school, making the most of their potential	We will ensure that all schools across the borough are good or outstanding, with school results in line with the best in the country.
All young people will have access to excellent employment or higher education opportunities	We will work with partners to ensure that there are excellent training opportunities for young people to ensure they are able to achieve in line with the best nationally.
Children and young people will be healthier, happier and more resilient and those who need extra help will get support at the right time	We will ensure parents can access the information they need and know where they can turn to for support. We will support and encourage community-led initiatives and our re-designed children's centres will provide early support, working with the whole family to help them to thrive.
Children and families who need more support will be helped earlier before issues escalate	We will work with other agencies to build an early help model to support children and families with additional needs.
All children and young people will be safeguarded from abuse	Children and young people at risk will be given the right support but where possible, we will work with families to help identify their own solutions.

Appendix A

<u>Priority 1</u>

The suggestions in this section of the booklet have been listed for discussion under **Priority 1**.

For each suggestion the following questions should be considered:

- Does the suggestion **compliment Priority 1**? If so, how?

- Is the suggestion **appropriate** for the overview and scrutiny function to deal with?

- Could the overview and scrutiny function **make a difference** by devoting some time and effort to it?

- Where the suggestion is a broad topic, what should the **particular focus** of any scrutiny piece of work in this topic area be?

- For any topic or piece of scrutiny work, what should the **outcome** that is being sought?

- What is the **best working approach** to tackle the topic – is it a report for questioning and challenge, a short evidence session, an in-depth review?

Appendix A – Suggestions for Overview and Scrutiny

Corporate Priority 1 – Enable every child and young person to have the best start in life, with high quality education.

No.	Strap-line	Key issues	Source
1-1	Early years service	• How can the Council build strong partnerships between schools and health services to ensure we make best use of early years services to close poverty gaps?	Survey - local resident
1-2	School places	• Is the Council doing enough to address the lack of provision? • Is there a particular problem in specific areas of the borough e.g. the east? • Is local housing development contributing to pressure on local demand for school places? • What is being done to prevent abuse of the system (e.g. parents renting nearby to get a school place).	Survey - local residents
1-3	Impact of budget savings on young people	• Overview and Scrutiny to monitor the impact of reductions, particularly those affecting younger people not in employment or education, and early years provision.	Survey – member of a community group
1-4	Haringey 54,000	• Corporate Programme – progress report	Work rolled over
1-5	Comparative performance of children with special educational needs	• Follow up report	Work rolled over
1-6	Recruitment and retention of in-house foster carers	• Progress report	Work rolled over

Appendix A – Suggestions for Overview and Scrutiny

1-7	Diversionary activities for children and young people	• Follow up report	Work rolled over
1-8	Looked after children		Work rolled over
1-9	Childhood obesity (also included within priority 2)	• In March (2015) the Adults and Health Scrutiny Panel agreed input from scrutiny in respect of prevention, early intervention and ensuring all stakeholders were addressing issues relating to childhood obesity would be useful. If taken forward this piece of work would be cross cutting and would need to consider the role and responsibilities of Council and the actions of partners. • This links to Outcome 1 priority 3 of the Health and Wellbeing Strategy. A possible project / in-depth review for 2015/16.	Work rolled over
1-10	Child safeguarding	• Ensuring that this is everyone's business • Further information to be provided at the Scrutiny Cafe following an initial discussion between the Chair and officers.	Initial Chair/Officer discussion
1-11	Voice of the child	• Ensuring that children and young people are being heard when decisions are being made about them.	Initial Chair/Officer discussion
1-12	Early help and the role of the family		Initial Chair/Officer discussion
1-13	Sexism, stigma and culture and the effects on young people.		Councillor

Priority 2:

Outstanding for all

Enable all adults to live healthy, long and fulfilling lives

Vision:

"We will support people to live healthy, long and fulfilling lives with control over what is important to them."

Objectives	The role of the council
A borough where the healthier choice is the easier choice	We will work with partners and communities to create physical, social and cultural environments that encourage healthy lifestyles for all. ■ People will have high quality information to make informed choices that will lead to improved health outcomes
Strong communities, where all residents are healthier and live independent, fulfilling lives	We will: ■ Work with communities, developing ways to build capacity and bring investment into the voluntary sector to provide support for one another
Support will be provided at an earlier stage to residents who have difficulty in maintaining their health and wellbeing	We will: ■ Work with partners to identify those who may need help with their health and wellbeing, providing advice on support ■ Optimise the use of technology to keep people as independent as possible ■ Help residents make choices and decisions, before they enter formal care and support systems
Residents assessed as needing formal care and / or health support will receive responsive and high quality services	We will: ■ Work together with health partners to provide high quality person-centred services, while informing residents to help them to understand the level of service they should expect ■ Intervene (with the Care Quality Commission) when services fall below standard
All vulnerable adults will be safeguarded from abuse	We will work with our partners to protect adults in vulnerable situations and ensure that residents will have increased awareness of the early signs of potential abuse.

Priority 2

The suggestions in this section of the booklet have been listed for discussion under **Priority 2**.

For each suggestion the following questions should be considered:

- Does the suggestion **compliment Priority 2**? If so, how?

- Is the suggestion **appropriate** for the overview and scrutiny function to deal with?

- Could the overview and scrutiny function **make a difference** by devoting some time and effort to it?

- Where the suggestion is a broad topic, what should the **particular focus** of any scrutiny piece of work in this topic area be?

- For any topic or piece of scrutiny work, what should the **outcome** that is being sought?

- What is the **best working approach** to tackle the topic – is it a report for questioning and challenge, a short evidence session, an in-depth review?

Appendix A – Suggestions for Overview and Scrutiny

Corporate Priority 2 – Enable all adults to live healthy, long and fulfilling lives

No.	Strap-line	Key issues	Source
2-1	Adult Safeguarding	• How will the implementation of the Care Act impact on adult safe guarding?	Survey
2-2	Mental Health Services	• How accessible are local services for those with multiple social needs? • How well do local services work together to support those in crisis (e.g. mental health, housing, addiction support)? • Joint Mental Health and Wellbeing Framework – update on key actions • Scrutiny Project (Transition from Child to Adult Mental Health Services) update	Survey and issues rolled over from last year
2-3	Stroke	• Is the incidence of working age stroke increasing? • What support is there for people affected by stroke locally? • Is there a need to update on previous work of the scrutiny committee in this area? • This is an issue due for consideration by the NCL Joint Health OSC in September (TBC).	Survey – members of a community group
2-4	Unemployment and mental health (also listed under priority 4)	• What support is there for people to continue with education and training? • What impact do zero hours contracts have on social and emotional wellbeing? • How are those with drug addictions	Survey - local resident

Appendix A – Suggestions for Overview and Scrutiny

			supported?	Survey - local resident
2-5	Access to GP (future development –also listed under priority 4)		• What is being done to improve access to GPs in Haringey? • What impact will planned future development have on demand for GPs (e.g. Tottenham Hale)? • Has future demand been adequately factored in to local development plans?	Survey - local resident
2-6	Impact of budget savings on vulnerable adults		• Overview and Scrutiny should monitor the impact of reductions, particularly those affecting vulnerable groups, namely frail elderly people, those with learning disabilities and those with physical and sensory disabilities. • What impact will the cuts have on carers? • Are health and social care services prepared for the impact that the loss in services may have? • How will loss of day centres affect services users and their families and carers? • Eligibility criteria • How will providers commissioned by the Council be monitored and regulated (e.g. NPC Dignity Code and London Living Wage)? • Will people with dementia be able to cope with personal budgets?	Survey – members of a community groups
2-7	Foot care		• Foot care and role in prevention e.g. falls.	Survey – member of

Appendix A – Suggestions for Overview and Scrutiny

Ref	Topic	Questions	Suggested by
		• Accessibility and affordability of foot care? • What impact will closure of day centres have on access? • Can libraries play a signposting role?	a community group
2-8	Health inequality – accessibility of sport and recreation facilities to women? (Also listed under priority 3)	• Is there a lack of women only space at local sports and recreation facilities? • Is this a particular problem for cultural groups such as Somali and Orthodox Jewish women who may not wish to exercise in a mixed environment? • Does this have an impact on local heath inequalities?	Councillor
2-9	Local hospitals	• How are local services coping with increased demand for A & E services? • How will budget cuts impact on local services and access to treatment	Survey - local resident
2-10	Meals on wheels	• Has this service been reduced over the last 5 years (number of meals per year)? • If so, what impact has this on vulnerable people? • Is this service reaching all that need it?	Survey – member of a community group
2-11	Support fund (social fund)	• How effective is this being used to support those in greatest need? • How is it linking with other voluntary support charities?	Survey - local resident
2-12	Childhood obesity (also included within priority 1)	• In March the Adults and Health Scrutiny Panel	Work rolled over

Appendix A – Suggestions for Overview and Scrutiny

		• agreed input from scrutiny in respect of prevention, early intervention, ensuring all stakeholders were addressing issues relating to childhood obesity would be useful/timely. • If taken forward this piece of work would be cross cutting and would need to consider the role and responsibilities of Council and the actions of partners. Possible scrutiny project. • This links to Outcome 1 priority 3 of the Health and Wellbeing Strategy.	
2-13	Out of Hours / 111 Service	• Anxieties for proposals for 5 borough combined (OOH and 111) service. An update is planned on this issue by the Joint Health Overview and Scrutiny Committee (in June).	Survey – Community group
2-14	Quality Accounts	• How can scrutiny add value? • Trusts include: Whittington NHS Trust, BEH MHT & NMUH NHS Trust.	Initial discussion with Chair and Officers
2-15	Alcohol and tobacco	• These are two key priorities listed in the Health and Well Being Strategy.	Initial discussion with Chair and Officers
2-16	Health and Social Care Integration	• Corporate Programme – update required.	Work rolled over
2-17	Services for People with Disabilities (also included under "cross-cutting issues)	• How do we develop services (across the board) that take account of the service user? *"Nothing about us, without us"* • What are the barriers preventing disabled people being equal?	Councillor

Priority 3:
Clean and Safe

A clean, well maintained and safe borough where people are proud to live and work

Vision:

"We will strengthen communities and partnerships to improve our environment and reduce crime, enabling residents and traders to feel safe and proud of where they live and work."

Objectives	The role of the council
We will work with communities to improve the environment, particularly by reducing anti-social behaviour and environmental crime	We will work with our communities and partners to identify local needs and create action plans to encourage communities to take ownership of their local area. We will join up our enforcement teams and provide local performance information so with our communities we can identify and tackle issues more effectively.
We will make our streets, parks and estates clean, well maintained and safe	We will ensure that we deliver effective and efficient parks, parking, highways and waste management services and, together through our community-led approach, we will make our roads safer and improve our local environment.
We will make Haringey one of the most cycling and pedestrian friendly boroughs in London	We will promote cycling and walking by introducing a 20 mph limit, increasing dedicated cycle lanes, and encouraging sustainable modes of transport through a smarter travel campaign.
We will prevent and reduce violence against women and girls	We will campaign with our partners and raise awareness of the unacceptability of this behaviour, increase confidence among victims to report incidents and develop interventions to tackle the problem effectively.
We will work with partners to prevent and reduce more serious crime, in particular youth crime and gang activity	We will work with our partners to engage with offenders by focusing on underlying factors, intervention and prevention, whilst effectively supporting victims and witnesses. We will encourage community leaders to help us to engage with gang members and reduce the impact of gangs on local communities.

Appendix A

<u>Priority 3</u>

The suggestions in this section of the booklet have been listed for discussion under **Priority 3**.

For each suggestion the following questions should be considered:

- Does the suggestion **compliment Priority 3**? If so, how?

- Is the suggestion **appropriate** for the overview and scrutiny function to deal with?

- Could the overview and scrutiny function **make a difference** by devoting some time and effort to it?

- Where the suggestion is a broad topic, what should the **particular focus** of any scrutiny piece of work in this topic area be?

- For any topic or piece of scrutiny work, what should the **outcome** that is being sought?

- What is the **best working approach** to tackle the topic – is it a report for questioning and challenge, a short evidence session, an in-depth review?

Appendix A – Suggestions for Overview and Scrutiny

Corporate Priority 3 – A clean, well maintained and safe borough where people are proud to live and work

No.	Strap-line	Detail	Source
3-1	Parking	Issues for discussion include: • Strategic approach to development CPZs • How can the Council enforce parking restrictions so that public transport is not impeded? • Nuisance vehicles	Survey - local resident
3-2	Community safety	• Does fear of crime and ASB associated with some places (loitering groups of men, littering, proliferation of betting and gaming shops, takeaways, men's drinking clubs) makes residents reluctant to go out after dark in Tottenham, Wood Green and Turnpike Lane?	Survey - local resident
3-3	Street lighting	• A response to the scrutiny survey notes "Residents welcome...street scene improvements such as street lighting". • Relighting the whole of the borough with LED lighting (streetlamps etc) in conjunction with the Green Bank to assist with Carbon reduction targets. (The Green Bank may provide necessary capital investment).	Survey Councillor
3-4	Development and green space	• How does the council maintain a balance between development needs and maintenance of green spaces for recreation and play? • Are there enough green spaces in Haringey?	Survey - local resident

Appendix A – Suggestions for Overview and Scrutiny

		Is this distributed evenly across the borough?	
3-5	Reducing waste	• What can be done to reduce the amount of waste produced locally? • Recycling – charging for residual elements	Survey - local resident
3-6	Maintaining front gardens	• How can these be maintained for the benefit of the environment? • Are those in council owned property required to maintain their garden?	Survey - local resident
3-7	Waterways	• How are local waterways managed and how can the Council improve and promote access to Haringey's water features and waterways.	Survey – member of a residents association
3-8	Health inequality – accessibility of sport and recreation facilities to women? (Also listed under priority 2)	• Is there a lack of women only space at local sports and recreation facilities? • Is this a particular problem for cultural groups such as Somali and Orthodox Jewish women who may not wish to exercise in a mixed environment? • Does this have an impact on local heath inequalities?	Councillor
3-9	Tree planting	• They are not being replaced as fast as they are being removed. • What is the impact of declining number of trees?	Survey - local resident
3-10	Parks	• Staffing resources in Parks and the facilities available to staff – these are very poor.	Councillor
3-11	Neighbourhood policing model	• Update on Safer Neighbourhoods etc	Work rolled over

Appendix A – Suggestions for Overview and Scrutiny

3-12	Events in parks	• In particular Finsbury Park – an ongoing issue and subject to regular review by the Environment and Community Safety Panel.	Work rolled over
3-13	Developing cycling	• This relates to Priority 3, Objective 3 – *"We will make Haringey one of the most cycling and pedestrian friendly boroughs in London"*.	Work rolled over
3-14	Counter Terrorism Act 2015	• Implications of new legislation	Work rolled over
3-15	Fly tipping	• Promoting behavioural change • Plans to promote community awareness and support action to address it	Initial discussion between Chair and Officers/ work rolled over
3.16	Joined up enforcement	• Joining up all enforcement activities and what might be included within this service • Models of delivery • An update on scrutiny review on this subject (Strategic Enforcement)	Initial discussion between Chair and Officers
3.17	Potholes	• Condition of pavements and roads • To consider the Council's reactive maintenance programme	Initial discussion between Chair and Officers
3.18	Violence against women and girls	• To consider whether further work should be carried out by scrutiny to look at violence against women and girls upon the conclusion of last year's scrutiny project.	Initial discussion between Chair and Officers
3.19	Prevent and reduce more serious crime	• To include ways to prevent violent extremism, Robbery, Violence with injury and using local crime statistics to understand why these are above London average	Initial discussion between Chair and Officers

Appendix A – Suggestions for Overview and Scrutiny

	• Priority 3, Objective 5 – "We will work with partners to prevent and reduce more serious crime, in particular youth crime and gang activity".	
3.20	Crime reduction partnership	• To look at how this is structured considering best practice elsewhere to ensure effective decision making. • Review of Community Safety Strategy	Initial discussion between Chair and Officers

Priority 4:

Sustainable Housing, Growth and Employment

Drive growth and employment from which everyone can benefit

Vision:

"Haringey is London's future: a borough embracing growth to create thriving, more prosperous and more equal communities."

Objectives	The role of the council
We will enable growth, by securing infrastructure - including transport, broadband, schools and health services	We will lobby Government, the Mayor of London and others to plan for and invest in new transport, health and education facilities in the borough and use our planning powers to support growth.
We will deliver growth, by creating an environment that supports investment and growth in business and jobs	We will promote Haringey to attract investment, and identify priority sectors and support businesses in locating, growing and creating jobs.
We will take advantage of growth, by ensuring that residents have the training, skills and support necessary to find and keep good quality employment	We will improve the skills, information and support that people get, from primary school onwards, so that they can take advantage of London's job opportunities.
We will manage the impact of growth, by reducing carbon emissions across the borough with the aim of meeting our 40:20 goal, while growing the green economy	We will take active steps to reduce the council's own carbon emissions, and lead efforts to reduce emissions across the borough. We will support green businesses - including those that help to make construction and existing buildings more efficient.
We will focus growth by prioritising new homes and jobs in Wood Green and particularly in Tottenham, where need and opportunity are greatest, and by bringing some of the borough's key community assets into more active use	We will continue to seek investment in Tottenham while extending that to Wood Green. We will ensure that the people and businesses in these areas benefit from the investment and change in their neighbourhoods, with improved education and employment prospects, better housing, better health and a greater say in the decisions that affect them.

Appendix A

<u>Priority 4</u>

The suggestions in this section of the booklet have been listed for discussion under **Priority 4**.

For each suggestion the following questions should be considered:

- Does the suggestion **compliment Priority 4**? If so, how?

- Is the suggestion **appropriate** for the overview and scrutiny function to deal with?

- Could the overview and scrutiny function **make a difference** by devoting some time and effort to it?

- Where the suggestion is a broad topic, what should the **particular focus** of any scrutiny piece of work in this topic area be?

- For any topic or piece of scrutiny work, what should the **outcome** that is being sought?

- What is the **best working approach** to tackle the topic – is it a report for questioning and challenge, a short evidence session, an in-depth review?

Appendix A – Suggestions for Overview and Scrutiny

Corporate Priority 4 – Drive growth and employment from which everyone can benefit

No.	Strap-line	Detail	Source
4-1	Regeneration strategy	• Lack of engagement with local communities about development plans (e.g. Site Allocation Plan)	Survey - local residents
		• Overdevelopment of the whole of the Borough planned	Survey local residents association
		• Need to improve openness and transparency on the part of the Council.	
		• How is the need to provide affordable housing balanced with investment opportunities for non residents?	Survey – member of community group
		• Will regeneration strategy threaten small and medium size enterprises - especially specialised ethnic-minority clusters - which should be the basis of economic development?	
		• Is an independent re-evaluation of this policy required (and of course their housing components)?	
4-2	Regeneration of local high streets	• Which areas are most affected e.g. Hornsey High Street, Tottenham High Road.	Survey - local residents
		• What impact do empty shops have on local economy or on social issues (e.g. vandalism, ASB)?	
		• What can be done to increase retail diversity	

Appendix A – Suggestions for Overview and Scrutiny

		of local shopping centres? • What are we doing to attract small businesses? • Does parking policy support local high streets? • What impact are large supermarkets having on local high streets? • What help can be provided through rent/rates/refuse collection?	
4-3	Local Planning Guidelines	• Are these clearly communicated to local residents? • Are these consistently applied, particularly in relation to large developments?	Survey – local residents association
4-4	Development and green space (also listed under priority 3)	• How does the council maintain a balance between development needs and maintenance of green spaces for recreation and play? • Are there enough green spaces in Haringey? Is this distributed evenly across the borough?	Survey - local resident
4-5	Unemployment and mental health (also listed under priority 2)	• What support is there for people to continue with education and training? • What impact do zero hours contracts have on social and emotional wellbeing? • How are those with drug addictions supported?	Survey - local resident
4-6	Access to GP (future development –also listed under priority 2)	• What is being done to improve access to GPs in Haringey? • What impact will planned future development	Survey - local resident

Appendix A – Suggestions for Overview and Scrutiny

		have on demand for GPs (e.g. Tottenham Hale)? • Has future demand been adequately factored in to local development plans?	
4-7	Support to businesses	• What is Haringey Council doing to encourage and support businesses to come to Tottenham? • A lot of new residential developments that have commercial premises are still empty.	Survey - local resident
4-8	Empty properties	• What happens where there is no progress? (e.g. property on Phillip Lane no progress for 20 years)	Survey - local resident
4-9	Council Tax and Housing Benefits (also listed under priority 5)	• Impact of Job Centre Plus sanctions? • Non-payment of Council tax or rent? • Compounding effect of Council legal action? • Rent arrears and possible eviction? • Impact of benefits restrictions for not attending language classes?	Survey - local resident
4-10	Consultation and planning	• More attempt to consult residents in planning processes for example, in conservation areas, tree preservation orders, Article 4 directions.	Survey – local residents association
4-11	Physical regeneration and social regeneration	• How does the council balance physical and social regeneration needs? • How much is spent on each respectively?	Survey - local resident
4-12	Apprenticeships	• This is a high priority to young people in Haringey	Survey - local resident

Appendix A – Suggestions for Overview and Scrutiny

	• Is there equal access to apprenticeships in the disadvantaged areas of the borough?	
4.13	Universal Credit (also included in cross cutting 6)	• Universal credit is due to be rolled out - what is the council doing in readiness for this? • What is the council doing t make people aware of the possible impact?	Survey - local resident
4-14	Tottenham Regeneration	This is one of the Councils corporate programmes and an update is scheduled.	

Priority 5:

Sustainable Housing Growth and Employment

Create homes and communities where people choose to live and are able to thrive

Vision:

"Housing is about people and communities, not just bricks and mortar. This means mixed and inclusive neighbourhoods where residents can lead happy and fulfilling lives."

Objectives	The role of the council
Achieve a step change in the number of new homes being built	We will build more council owned homes while working with partners to provide greater numbers of affordable housing, while increasing the overall supply, including more shared ownership housing to help low and middle-income earners get on the property ladder. We will encourage owners to bring back into use more empty homes.
Prevent homelessness and support residents to lead fulfilling lives	We will provide realistic and achievable options for people to find housing or alternative housing and proactively help people avoid eviction and sustain their tenancies. We will work with partners and landlords to secure good quality accommodation at reasonable prices, as a way to prevent homelessness and reliance on temporary accommodation.
Drive up the quality of housing for all residents	We will complete the current plans for bringing council owned homes up to the Decent Homes standard. We will also provide new good quality, energy-efficient and affordable homes for rent and sale.

Appendix A

Priority 5

The suggestions in this section of the booklet have been listed for discussion under **Priority 5**.

For each suggestion the following questions should be considered:

- Does the suggestion **compliment Priority 5**? If so, how?

- Is the suggestion **appropriate** for the overview and scrutiny function to deal with?

- Could the overview and scrutiny function **make a difference** by devoting some time and effort to it?

- Where the suggestion is a broad topic, what should the **particular focus** of any scrutiny piece of work in this topic area be?

- For any topic or piece of scrutiny work, what should the **outcome** that is being sought?

- What is the **best working approach** to tackle the topic – is it a report for questioning and challenge, a short evidence session, an in-depth review?

Appendix A – Suggestions for Overview and Scrutiny

Corporate Priority 5 – Creates homes and communities where people choose to live and are able to thrive

No.	Strap-line	Detail	Source
5-1	Affordable housing	• What is being done to increase supply of affordable housing?	Survey – Residents
		• What impact has Right to Buy had? What will be the impact of extension of RTB to housing associations?	Survey – Community Groups
		• Is this being adequately planned for in development plans, or the overall regeneration strategy?	
		• Is the infill programme increasing density of housing to dangerous levels?	
		• Why are local housing developments being advertised in Hong Kong (e.g. Hornsey Depot)?	
5-2	Private rented sector	• How can residents get more secure contracts? • How can this be made more accessible to young people?	Survey - local residents
		• What can the Council do to enforce standards?	
		• How can council bring empty homes back in to use?	
		• What can be done to control rents in the area?	
5-3	Leaseholders	• Contention about the responsibilities of leaseholders and Homes for Haringey.	Survey – Member of a Residents Association
		• How are residents and leaseholders properly	

Appendix A – Suggestions for Overview and Scrutiny

		engaged and represented? • Is there a democratic process? • Is there a fair an open process for resolving disputes?	Survey – Local Resident
5-4	Homelessness	• Access to Hostel accommodation – can any be made without referral?	Survey – Local Resident
5-5	Council Tax and Housing Benefits (also listed under priority 4)	• Impact of Job Centre Plus sanctions? • Non-payment of Council tax or rent? • Compounding effect of Council legal action? • Rent arrears and possible eviction? • Impact of benefits restrictions for not attending language classes?	Survey – Local Resident
5-6	Housing Repairs	• Homes for Haringey? • Other local Registered Providers?	Survey – Member of a Residents Association Councillor
5-7	Registered Housing Providers	• There are continuing problems on multi-landlord estates – in respect of responsibility for maintenance of common areas. • Are there missed opportunities to synchronise and join up repairs and modernisation on multi-landlord estates?	Survey – Local Resident
5-8	Council housing	• Council housing - the need to protect and expand its provision, rather than demolitions and 'redevelopment'	Survey – member of a residents association

Appendix A – Suggestions for Overview and Scrutiny

		Councillor
5-9	Registered Housing Providers	• Nominations – there is a concern that in the context of local welfare reform local RHPs are 'cherry picking' local nominations.	
5-10	Older peoples housing	• Availability of sheltered housing • Assistance to help older people down size • Totality of adequate housing options for older people in the borough	Survey –Community Group
5-11	Housing Unification & Improvement Programme	This is one of the Councils corporate programmes and an update is scheduled.	

This page is intentionally left blank

Appendix A – Suggestions for Overview and Scrutiny

Cross Cutting Issues

No.	Strap-line	Detail	Source
6-1	Individual Electoral Registration (IER)	• What impact did this have in Haringey? • Are any groups under represented within IER? • Will forthcoming constituency boundary changes impact on Haringey? • The committee could also hear what local people have to say about votes at sixteen. • Building an accurate electoral register is a way of supporting the democratic right of local people.	Survey – Local Resident
6-2	Council decision making	• How to improve understanding of how the Council works and what responsibilities it has within the community? • How can local people influence local decision making? • How can the Council improve communication of decision making? • How effective is Haringey People as a local communication tool? • How can the Council work with the community to defend public services, including non-statutory services, by lobbying and taking effective action against Central Govt. • These issues relate to "*Working Together with our Communities*".	Survey – Local Resident

Appendix A – Suggestions for Overview and Scrutiny

6-3	Council Administration – inefficiency	• What is being done to make sure the Council is being run efficiently? • For example: sending out letters in A4 format instead of A5 • How is the Council getting best value (on a par with other authorities)? • These issues relate to *"Value for Money".*	Survey – Local Resident
6-4	Agency workers and consultants	• Does the use of agency workers is impact on quality of services e.g. lack of commitment to services? • What is the impact of the loss of more experienced staff with local knowledge? • What is the cost of such temporary posts? • Is the use of consultants cost effective? • Are consultants tax arrangements checked and compliant? • Either we need the posts or we don't. • These issues relate to *"Value for Money".*	Survey – Local Residents
6-5	Council consultations	• Concern at the quality of Council Consultations • Are these meaningful or just a legal obligation or tick box exercise? • How can consultations really empower local people? • Drift to on-line consultation and social exclusion	Survey – member of a residents association Survey – Councillor

Appendix A – Suggestions for Overview and Scrutiny

	• These issues relate to *"Working Together with our Communities"*.	
6-6	Universal Credit (also included under priority 4 – employment support)	• Universal credit is due to be rolled out - what is the council doing in readiness for this? • What is the council doing to make people aware of the possible impact?	Survey – Local Resident
6-7	Pay increases for Cabinet, Overview & Scrutiny Committee and Councillors	• Why are Cabinet members and Chair of Overview & Scrutiny getting an increase in allowance in the context of cuts to vital public services?	Survey – Local Resident
6-8	Support fund (social fund)	• How effective is this being used to support those in greatest need? • How is it linking with other voluntary support charities?	Survey – Local Resident
6-9	Area Forums	• As they have been abolished, how can public ask questions and get answers? • Ward Budgets?	Survey – Local Resident
6-10	Asset strategy	• What are the long term implications of the policy of selling off Council assets (land, buildings, services)?	Survey – member of a residents association
6-11	Libraries and Communications	• The committee should examine whether the centralised system that combines Haringey information services with libraries is not distancing library staff from the public. • Older people find the one number system with many options before getting through to a person daunting.	Survey – Community Group

Appendix A – Suggestions for Overview and Scrutiny

		• There is a notable drift towards Haringey Council relying upon on-line consultation; often there is no information on paper and no telephone numbers to contact. This is excluding those not actively on line.	
6-12	Workforce Plan	• This is one of the Councils corporate programmes and an update is scheduled.	
6-13	Business Infrastructure	• This is one of the Councils corporate programmes and an update is scheduled.	
6-14	Customer Services Transformation Programme	• This is one of the Councils corporate programmes and an update is scheduled.	
6-15	Equality Impact Assessments (EqIAs)	• How scrutiny itself can use EqIAs to examine council and partner policy changes, and how scrutiny can mainstream an understanding of equality into its own work, in order to become more effective.	Councillor
6-16	Services for People with Disabilities (also included under priority 2)	• How do we develop services (across the board) that take account of the service user "Nothing about us, without us" • What are the barriers that prevent disabled people being equal?	Councillor

Appendix B

Scrutiny Work Programme Template 2015/16

Scrutiny Panel / Overview and Scrutiny Committee

Meeting Date*	Agenda Item	Details and desired outcome	Lead Officer / Witnesses
Date 1	*List all agenda items here*	*Please provide details concerning the aims and objectives of each item.* *This should include links to the Corporate Plan and highlight any development activities required to ensure Members are properly supported to undertake their work.* *Such issues should be picked up, discussed, and clarified as part of the agenda planning process.*	*List here the lead officer / Cabinet Member for each item and include the name(s), and organisation, of any external witnesses*
Date 2			
Date 3			
Date 4			
Date 5			

* This will be a working document, published with each agenda. At the end of the year we will have a complete record of what was discussed, and when, by each Panel / OSC. The same format will be used for each panel / OSC.

This page is intentionally left blank