

Housing Select Committee			
Title	Select committee work programme	Item	4
Contributor	Scrutiny Manager		
Class	Open	Date	03 April 2013

1. Purpose

To ask Members to agree an annual work programme for the select committee.

2. Summary

This report:

- Provides the context for setting the Committee's work programme and updates Members on the 2012/13 work programme as well as any outstanding issues.
- Informs Members of the meeting dates agreed for this municipal year.
- Provides a provisional work programme for 2013/14 based on items that the Committee is required to consider by virtue of its terms of reference; items outstanding from the previous year; the need to follow up previous reviews; and items that senior council officers feel are important for the Committee to scrutinise.
- Invites members to agree the provisional work programme and suggest additional items based on agreed criteria for selecting topics for scrutiny.
- Informs Members of the process for Business Panel approval of the annual work programme.
- Outlines how the work programme will be monitored and developed going forward.

3. Recommendations

The Select Committee is asked to:

- Note the Committee's terms of reference (**Appendix A**) and meeting dates.
- Consider the items provisionally scheduled for the work programme, as listed at **Appendix D**.
- Consider adding additional items to the work programme, taking into consideration the criteria for selecting topics; the context; and suggestions already put forward.
- Note all forthcoming executive decisions, attached at **Appendix E**, and consider any decisions for further scrutiny.
- Consider the scoping report for the emergency services review attached at **Appendix F**.
- Agree a work programme for the municipal year 2013/14.
- Note the process for developing and monitoring the work programme over the coming year.

4. The 2012/13 work programme

The Committee has completed its 2012/13 work programme except for the item on “Discharge into the PRS / Out of Borough Procurement” which has been added to the provisional work programme for 2013/14.

5. Meeting dates for 2013/14

The following meeting dates for the Housing Select Committee for the next municipal year were agreed at the Council AGM on 20 March 2013:

- 03 April 2013
- 16 May 2013
- 19 June 2013
- 11 September 2013
- 30 October 2013
- 04 December 2013
- 03 February 2014
- 05 March 2014

6. Next year's work programme

6.1 The Committee has eight scheduled meetings in the 2013/14 municipal year and the Committee's work programme will need to be achievable in terms of the amount of meeting time available. It might also be helpful to hold some capacity in reserve for any urgent issues that might arise during the course of the year.

6.2 The following suggestions have been put forward by Council officers:

- Inclusion of a Housing Matters update in May and October
- The continuation of the Key Housing Issues item

6.3 Emergency services review

At its meeting on 11 February 2013 the Overview and Scrutiny Committee considered a scoping report, which set out the terms of reference for a review into emergency services in Lewisham. It was agreed that the review would be co-ordinated across all select committees. Members of the O&S Committee considered the proposed terms of reference and they agreed that the review would aim to:

- clarify the key policy initiatives and financial constraints impacting on emergency services locally
- identify the local implications for services
- consider the potential impact of any service changes

6.4 As part of the review, the Committee resolved that the Housing Select Committee would:

- Identify the related impact on services and performance locally, particularly in relation to tenants and housing providers (Lift call outs, fire safety checking responsibilities etc)
- Consider the potential impact of any service changes specifically in relation to tenants and housing providers

6.5 The Housing Select Committee was asked to consider what evidence it would need in order to carry out this review. A brief scoping paper has been provided at **Appendix F** to support members in deciding how best to undertake this work. The draft programme currently includes space at two meetings for this review.

Timing of items

6.6 The Committee might wish to reschedule the items currently proposed within the draft work programme and change the meeting dates to which they are currently assigned. Officers can advise the Committee, at the meeting, of when the items might best be scrutinised in 2013/14, so items can be assigned to the most appropriate meetings.

6.7 If the Committee chooses to conduct an in-depth review it is suggested that this is spread over at least four meetings so at least two evidence sessions can be held:

- Meeting one - scoping paper
- Meetings two and three - evidence sessions
- Meeting four - consideration of the draft report and recommendations.

6.8 It is recommended that, because this is the last year of the administration, in depth reviews are scheduled for the first half of the year

Deciding what to add to the provisional work programme

6.9 When deciding on additional items to add to the work programme, the committee should have regard to:

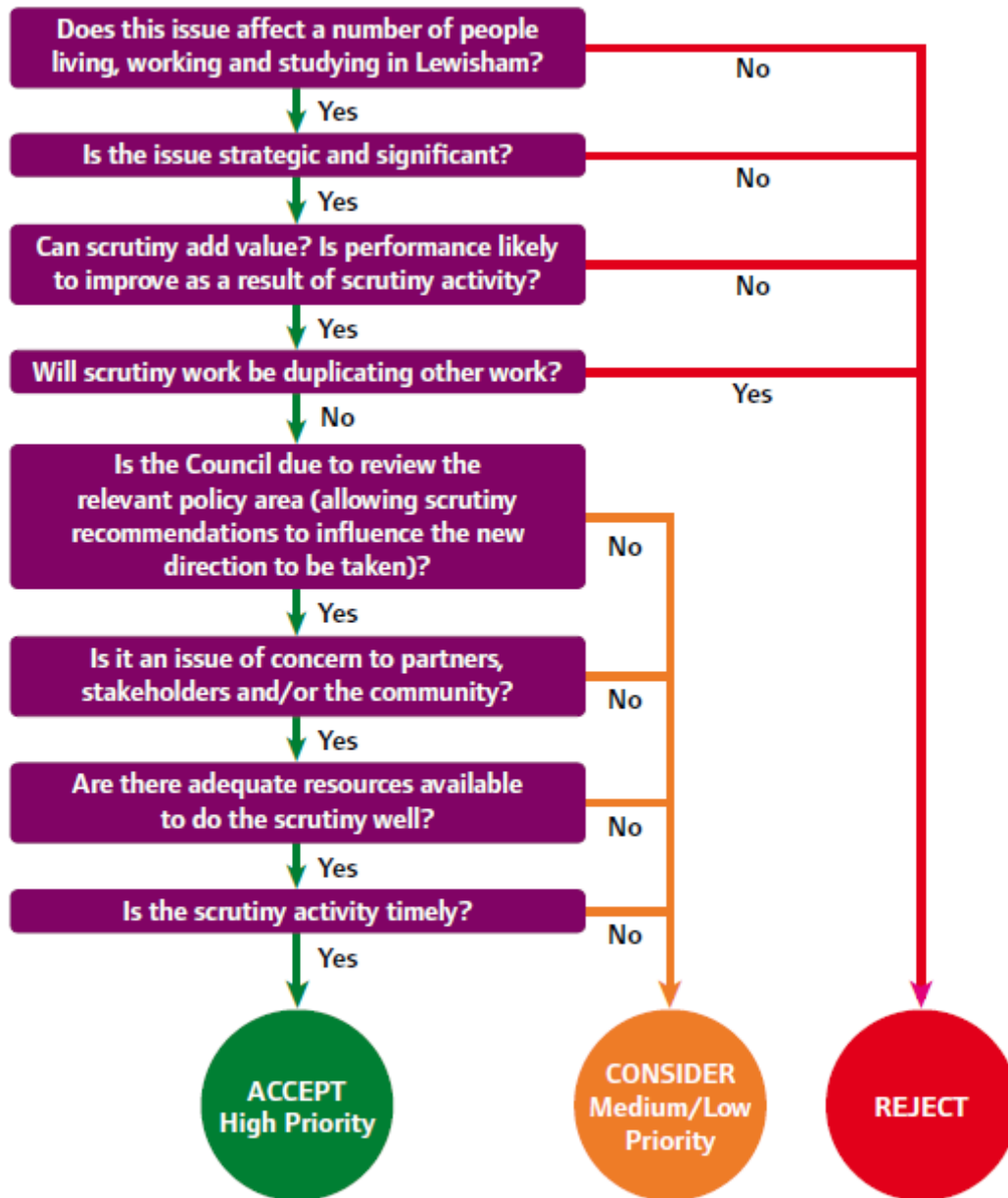
- The criteria for selecting topics
- The capacity for adding items
- The terms of reference for the Committee

Criteria for adding items to the work programme

6.10 In order to maximise the potential impact of any recommendations made by the committee, Members may wish to put forward items for the work programme which focus on (a) issues or policy areas where the Council is looking to review or change its approach and where scrutiny recommendations can influence the new direction to be taken; or (b) policy areas where there are performance risks or areas of consistent under-performance (in which case the Council should, in any event, be looking to review its approach).

6.11 The Centre for Public Scrutiny (CfPS) has developed a useful set of questions to help committees prioritise items for scrutiny work programmes. This is attached at **Appendix B**. The flow chart below summarises that advice and may help members decide which additional items should be added to the work programme, and their priority:

Scrutiny work programme – prioritisation process



7. Different types of scrutiny

- 7.1 It will be important for the Committee to agree how each work programme item will be scrutinised. Some items may only require an information report to be presented to the Committee and for others, performance monitoring data to be presented. It is envisaged that the majority of items will take the form of single meeting reviews, where members
- a. agree what information and analysis they wish to receive in order to achieve their desired outcomes;
 - b. receive a report presenting that information and analysis;
 - c. agree a series of recommendations following discussion of the report.
- 7.2 For each potential item the Committee should consider what type of scrutiny is required and whether the item is high or medium/low priority (using the flow chart tool above if required).
- 7.3 If the Committee would like to designate one of its work programme items as an in-depth review, this should be done at the first meeting of the municipal year to allow sufficient time to carry out the review. A scoping paper for the review will then be prepared for the next meeting.

8. Approving the work programme

In accordance with the Overview and Scrutiny Procedure rules outlined in the Council's Constitution, each scrutiny select committee is required to submit their annual work programme to the Overview and Scrutiny Business Panel. The Business Panel will meet early in the municipal year consider each select committee's work programme and agree a co-ordinated overview and scrutiny work programme, which avoids duplication of effort and which facilitates the effective conduct of business.

9. How the work programme will be monitored and developed

- 9.1 The work programme is a "living document" and as such will be reviewed at each meeting of the Committee. This allows urgent items to be added to the work programme and items which are no longer a priority to be removed. Each additional item added should first be considered against the criteria outlined above. If the committee agrees to add additional item(s) because they are high priority, it must then consider which medium/low priority item(s) should be removed in order to create sufficient capacity for the new item(s). The Committee will have eight scheduled meetings in the 2013/14 municipal year and the Committee's work programme will need to be achievable in terms of the amount of meeting time available.

9.2 At each meeting of the Committee there will be an item on the work programme. When discussing this item, the committee will be asked to consider the items programmed for the following meeting. Members will be asked to outline what information and analysis they would like in the report for each item, based on the outcomes they would like to achieve, so that officers are clear about what they need to provide.

10. Financial Implications

There may be financial implications arising from some of the items that will be included in the 2013/14 work programme (especially in-depth reviews) and these will need to be considered when preparing those items/scoping those reviews.

11. Legal Implications

In accordance with the Council's Constitution, all scrutiny select committees must devise and submit a work programme to the Business Panel at the start of each municipal year.

12. Equalities Implications

There may be equalities implications arising from items on the work programme and all activities undertaken by the select committee will need to give due consideration to this.

Appendices

Appendix A - Select Committee terms of reference

Appendix B - CfPS criteria for selecting scrutiny topics

Appendix C - Programme process overview

Appendix D - Draft 2013/14 Work programme

Appendix E - Summary of forthcoming business

Appendix F - Emergency services review scoping paper

Appendix A:

Select Committee Terms of Reference

The following roles are common to all select committees:

(a) *General functions*

- To review and scrutinise decisions made and actions taken in relation to executive and non-executive functions
- To make reports and recommendations to the Council or the executive, arising out of such review and scrutiny in relation to any executive or non-executive function
- To make reports or recommendations to the Council and/or Executive in relation to matters affecting the area or its residents
- The right to require the attendance of members and officers to answer questions includes a right to require a member to attend to answer questions on up and coming decisions

(b) *Policy development*

- To assist the executive in matters of policy development by in depth analysis of strategic policy issues facing the Council for report and/or recommendation to the Executive or Council or committee as appropriate
- To conduct research, community and/or other consultation in the analysis of policy options available to the Council
- To liaise with other public organisations operating in the borough – both national, regional and local, to ensure that the interests of local people are enhanced by collaborative working in policy development wherever possible

(c) *Scrutiny*

- To scrutinise the decisions made by and the performance of the Executive and other committees and Council officers both in relation to individual decisions made and over time
- To scrutinise previous performance of the Council in relation to its policy objectives/performance targets and/or particular service areas
- To question members of the Executive or appropriate committees and executive directors personally about decisions
- To question members of the Executive or appropriate committees and executive directors in relation to previous performance whether generally in comparison with service plans and targets over time or in relation to particular initiatives which have been implemented
- To scrutinise the performance of other public bodies in the borough and to invite them to make reports to and/or address the select committee/Business Panel and local people about their activities and performance

- To question and gather evidence from any person outside the Council (with their consent)
- To make recommendations to the Executive or appropriate committee and/or Council arising from the outcome of the scrutiny process

(d) *Community representation*

- To promote and put into effect closer links between overview and scrutiny members and the local community
- To encourage and stimulate an enhanced community representative role for overview and scrutiny members including enhanced methods of consultation with local people
- To liaise with the Council's ward assemblies and Positive Ageing Council so that the local community might participate in the democratic process and where it considers it appropriate to seek the views of the ward assemblies and Positive Ageing Council on matters that affect or are likely to affect the local areas, including accepting items for the agenda of the appropriate select committee from ward assemblies and the Positive Ageing Council.
- To keep the Council's local ward assemblies and Positive Ageing Council under review and to make recommendations to the Executive and/or Council as to how participation in the democratic process by local people can be enhanced
- To receive petitions, deputations and representations from local people and other stakeholders about areas of concern within their overview and scrutiny remit, to refer them to the Executive, appropriate committee or officer for action, with a recommendation or report if the committee considers that necessary
- To consider any referral within their remit referred to it by a member under the Councillor Call for Action, and if they consider it appropriate to scrutinise decisions and/or actions taken in relation to that matter, and/or make recommendations/report to the Executive (for executive matters) or the Council (non-executive matters)

(e) *Finance*

- To exercise overall responsibility for finances made available to it for use in the performance of its overview and scrutiny function.

(f) *Work programme*

- As far as possible to draw up a draft annual work programme in each municipal year for consideration by the overview and scrutiny Business Panel. Once approved by the Business Panel, the relevant select committee will implement the programme during that municipal year. Nothing in this arrangement inhibits the right of every member of a select committee (or the Business Panel) to

place an item on the agenda of that select committee (or Business Panel respectively) for discussion.

- The Council and the Executive will also be able to request that the overview and scrutiny select committee research and/or report on matters of concern and the select committee will consider whether the work can be carried out as requested. If it can be accommodated, the select committee will perform it. If the committee has reservations about performing the requested work, it will refer the matter to the Business Panel for decision.

The following roles are specific to the Housing Select Committee:

To fulfil all overview and scrutiny functions in relation to the discharge by the authority of its housing functions. This shall include the power to:

- review and scrutinise decisions made or other action taken in connection with the discharge of the Council of its housing function
- make reports or recommendations to the authority and/or Mayor and Cabinet with respect to the discharge of these functions
- make recommendations to the authority and/or Mayor and Cabinet proposals for housing policy
- to review initiatives put in place by the Council with a view to achieving the Decent Homes standard, making recommendations and/or report thereon to the Council and/or Mayor and Cabinet
- to establish links with housing providers in the borough which are concerned with the provision of social housing

Appendix B:

Criteria for selecting topics

The Centre for Public Scrutiny (CfPS) has developed a useful set of questions to help committees prioritise items for scrutiny work programmes:

General questions to be asked at the outset

- Is there a clear objective for scrutinising this topic – what do we hope to achieve?
- Does the topic have a potential impact for one or more section(s) of the population?
- Is the issue strategic and significant?
- Is there evidence to support the need for scrutiny?
- What are the likely benefits to the council and its customers?
- Are you likely to achieve a desired outcome?
- What are the potential risks?
- Are there adequate resources available to carry out the scrutiny well?
- Is the scrutiny activity timely?

Sources of topics

The CfPS also suggest that ideas for topics might derive from three main sources: the public interest; council priorities; and external factors. These are described below.

Public interest

- Issue identified by members through surgeries, casework and other contact with constituents
- User dissatisfaction with service (e.g. complaints)
- Market surveys/citizens panels
- Issue covered in media

Internal council priority

- Council corporate priority area
- high level of budgetary commitment to the service/policy area (as percentage of total expenditure)
- pattern of budgetary overspend
- poorly performing service (evidence from performance indicators/ benchmarking).

External Factors

- Priority area for central government
- new government guidance or legislation
- issues raised by External Audit Management Letters/External Audit Reports.
- key reports or new evidence provided by external organisations on key issue.

Criteria to reject items

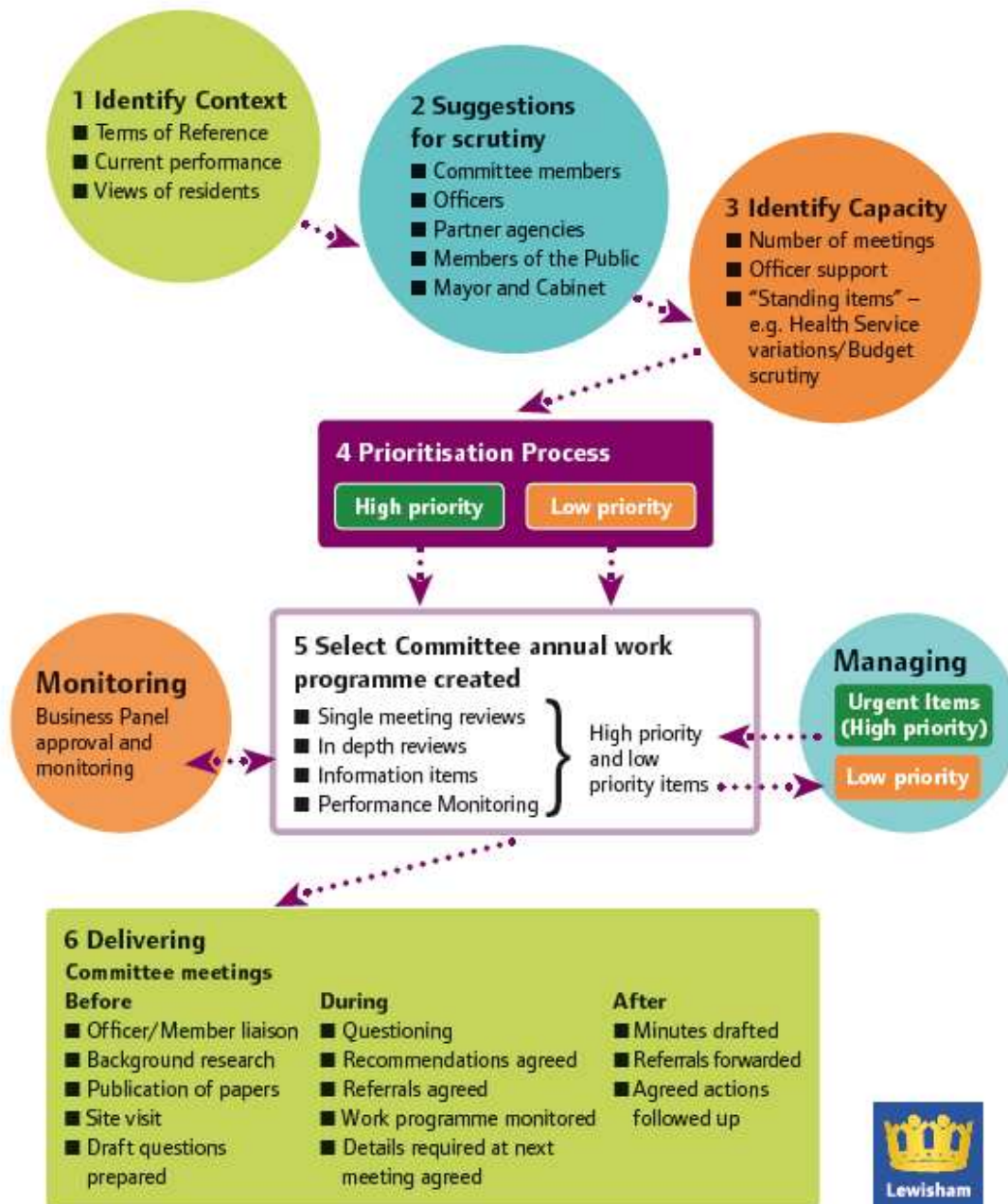
Finally, the CfPS suggest some criteria for rejecting items:

- issue being examined elsewhere - e.g. by the Cabinet, working group,
- officer group, external body
- issue dealt with less than two years ago
- new legislation or guidance expected within the next year
- no scope for scrutiny to add value/ make a difference
- the objective cannot be achieved in the specified timescale.

Appendix C:

Work Programme: Setting, monitoring, managing and delivering

Setting



Appendix D:

Draft Housing Select Committee Work Programme 2013/14

Date of Meeting	Agenda Item	Review Type	Link to Corporate Priority	Priority
Wednesday 3 April 2013	1. Confirmation of Chair and Vice-Chair	Constitutional requirement	-	-
	2. Work Programme 2012/13 / Scoping of HSC involvement in Review into Emergency Services	Constitutional requirement	Decent homes for all; Inspiring efficiency, effectiveness and equity	High
	3. In depth review into low cost home ownership report and recommendations	In depth review	Decent homes for all; Inspiring efficiency, effectiveness and equity	High
	4. Housing Matters Update	Standard Review as agreed at O+S Business Panel (Jan 2013)	Decent homes for all; Inspiring efficiency, effectiveness and equity	High
	5. Key housing Issues	Information item	Decent homes for all	Medium
Thursday 16 May 2013	1. Review into Emergency Services in Lewisham?	In depth review	Inspiring efficiency, effectiveness and equity	High
	2. Housing Matters Update	Standard Review	Decent homes for all; Inspiring efficiency, effectiveness and equity	High
	3. Brockley PFI – end of year review	Performance monitoring	Decent homes for all; Inspiring efficiency, effectiveness and equity	High
	4. Lewisham Homes Delivery Plan – end of year review	Performance monitoring	Decent homes for all; Inspiring efficiency, effectiveness and equity	High
	5. Discharge into the PRS / Out of Borough Procurement	Standard Item	Decent homes for all; Inspiring efficiency, effectiveness and equity	High
	6. Key housing Issues	Information item	Decent homes for all	Medium

Wednesday 19 June 2013	1. Review into Emergency Services in Lewisham (second evidence session or recommendations)	In depth review	Inspiring efficiency, effectiveness and equity	High
	2. Preparation for Housing Benefit Cap in Lewisham	Standard Review	Decent homes for all; Inspiring efficiency, effectiveness and equity	Medium
	3. Discharge into the PRS / Out of Borough Procurement	Standard Item	Decent homes for all; Inspiring efficiency, effectiveness and equity	High
	4. Key housing Issues	Information item	Decent homes for all	Medium
Wednesday 11 September 2013	1. Update on implementation of PRS review recommendations – Love Lewisham Lets	In depth review follow up	Decent homes for all; Inspiring efficiency, effectiveness and equity	Medium
	2. Review into Emergency Services in Lewisham – Recommendations?	In depth review	Inspiring efficiency, effectiveness and equity	High
	3. Family Mosaic: Heathside and Lethbridge	Standard Item	Decent homes for all; Inspiring efficiency, effectiveness and equity	High
	4. Response to Low Cost Home Ownership Review	In depth review follow up	Decent homes for all; Inspiring efficiency, effectiveness and equity	Medium
	5. Key housing Issues	Information item	Decent homes for all	Medium
Wednesday 30 October 2013	1. Housing Matters	Standard Review	Decent homes for all; Inspiring efficiency, effectiveness and equity	High
	2. Review of Housing Complaints Process	Standard Review	Decent homes for all; Inspiring efficiency, effectiveness and equity	High
	3. Key housing Issues	Information item	Decent homes for all	Medium
Wednesday 4 December 2013	1. Impact of Housing Benefit Cap on Lewisham Residents	Standard Review	Decent homes for all; Inspiring efficiency, effectiveness and equity	High
	2. Brockley PFI - mid year review	Performance monitoring	Decent homes for all; Inspiring efficiency, effectiveness and equity	High
	3. Lewisham Homes - mid year review	Performance monitoring	Decent homes for all; Inspiring efficiency, effectiveness and equity	High

	4. Proposed rent and service charge increases	Standard item	Inspiring efficiency, effectiveness and equity	High
	5. Key housing Issues	Information item	Decent homes for all	Medium
Monday 3 February 2014	1. Use of Temporary Accommodation for Homeless Households	Standard Review	Decent homes for all; Inspiring efficiency, effectiveness and equity	High
	2. Low Cost Home Ownership Update	In depth review follow up	Decent homes for all; Inspiring efficiency, effectiveness and equity	High
	3. Key housing Issues	Information item	Decent homes for all	Medium
Wednesday 5 March 2014	1. Key housing Issues	Information item	Decent homes for all	Medium

Information item

An information note on key housing issues has been scheduled for each meeting but will only form part of the agenda if there are significant, new legislative and policy developments to report, that are not covered by an existing work programme item.

Appendix E: summary of forthcoming business

MAYOR & CABINET April 10 2013	
Title and details of Item	Directorate responsible
Parking Policy Review	Customer Services
Heathside and Lethbridge Phase 4 CPO	Customer Services
New Cross Gate Healthy Living Centre Scheme	Resources & Regeneration
Statement of Community Involvement	Resources & Regeneration
Council process for neighbourhood forum and plans	Resources & Regeneration
Building School for the Future Brent Knoll Stage 1 & 2	Resources & Regeneration
Permission to consult on proposals to enlarge 1) Coopers Lane Primary School from 2 to 3FE 2) Forster Park Primary School from 2 to 3FE	Children & Young People

MAYOR & CABINET (CONTRACTS) April 10 2013	
Title and details of Item	Directorate responsible
Parking Contract Award	Customer Services
Contract seeking tender for Boroughwide Management Organisation for community premises	Community Services
Recommendations for the awards of contracts for the construction of additional primary school accommodation to meet demand in 2013	Children & Young People

MAYOR & CABINET May 1 2013	
Title and details of Item	Directorate responsible
Disposal of the Premises officer	Resources & Regeneration

house – Lee Green	
Acquisition of freehold interests in Nos. 4 & 15 Parkcroft Road SE12	Resources & Regeneration

MAYOR & CABINET(CONTRACTS) May 22 2013	
Title and details of Item	Directorate responsible
Awards of contracts for the construction of 1) the Primary Phase of Prendergast Ladywell Fields College 2)the enlargement of Adamsrill from 2 to 3FE	Children & Young People

MAYOR & CABINET June 19 2013	
Title and details of Item	Directorate responsible
Reprocurement of the Learning Disability Framework Agreement - Appointment of providers to Framework	Community Services

MAYOR & CABINET(CONTRACTS) July 10 2013	
Title and details of Item	Directorate responsible
Agree the selection/approval of (Fire, Asbestos & Water Hygiene) Contract	Resources & Regeneration
Awards of contracts for the enlargement of John Stainer Primary from 1 to 2 FE	Children & Young People

Appendix F:

Housing Select Committee			
Title	Emergency services review: scoping paper	Item	4
Contributor	Scrutiny Manager		
Class	Open	Date	03 April 2013

1. Purpose of paper

The Overview and Scrutiny Committee has agreed that its select committees will carry out a review of emergency services in Lewisham. At its last meeting, the Committee resolved that the Housing Select Committee would be tasked with determining impact of the changes as they relate to the borough's housing. At its meeting on the 6th March 2013 the Housing Committee requested that officers provide further information about how it might approach this task. This paper provides that information.

2. Recommendations

The Committee is asked to:

- consider the content of the report and decide what evidence it will require to carry out this review.
- note the draft timetable in section five and agree a timescale for the completion of the review.

3. Background

3.1 Significant changes are being implemented, or are planned, to the way in which emergency services are delivered across London. This includes the three local emergency services in Lewisham: Metropolitan Police, London Fire Brigade and the London Ambulance Service; and also the provision of accident and emergency services across South-East London.

3.2 At its meeting on 11 February 2013 the Overview and Scrutiny Committee considered a scoping report, which set out the terms of reference for a review into emergency services in Lewisham. At the meeting, it was decided that the review would be co-ordinated across all select committees. Members of the O&S Committee considered the proposed terms of reference and they agreed that the review would aim to:

- clarify the key policy initiatives and financial constraints impacting on emergency services locally
- identify the local implications for services
- consider the potential impact of any service changes

- 3.3 As part of the review, the Committee resolved that the Housing Select Committee would:
- Identify the related impact on services and performance locally, particularly in relation to tenants and housing providers (Lift call outs, fire safety checking responsibilities etc)
 - Consider the potential impact of any service changes specifically in relation to tenants and housing providers

3.4 Therefore, the Housing Select Committee's contribution to the emergency services review could focus on fire safety, prevention and engagement, as well as the future of partnership working in the borough.

4. Fire service proposals

4.1 On the 11th January 2013 the Commissioner of the London Fire Brigade published proposals for the Draft Fifth London Safety Plan¹. The plan detailed proposals to make savings worth £28.8m over the next two years. The plans included closing 12 fire stations, seven fire stations that currently have two fire engines moving to one fire engine, and four stations gaining a fire engine.

4.2 Two of the stations proposed for closure are in Lewisham: New Cross and Downham. The plans also include proposals to alter services in neighbouring boroughs. The plans also include proposals to charge organisations for false alarm calls triggered by automated alarm systems and avoidable visits to free people who are trapped in lifts.

4.3 The Commissioner has stated that, if implemented, the Brigade would maintain its existing average target response time of getting its first fire engine to an emergency within six minutes and the second fire engine, if needed, within eight minutes.

4.4 The Commissioner of the London Fire Brigade also stated: "In the last four years, we have cut £52m without reducing frontline services. Additional savings cannot be found without making significant changes to how we keep London safe. In the last decade, demand for the Brigade's service has changed dramatically and it's time to reflect that in how our fire stations, engines and staff are organised". Consultation on the proposals, including plans for the closure of 12 fire stations, is under way. The consultation will end on 28 May 2013.

4.5 The Committee has previously requested information about fire safety in the borough. Following a serious incident in Deptford in 2011, which led to the tragic death of two people, the Committee resolved to scrutinise the fire safety measures put in place by Lewisham homes. Because of the ongoing investigation into the incident, this scrutiny was deferred. As part of the emergency services review, Lewisham Homes and the fire brigade could be

¹ London Fire Brigade Draft fifth London Safety Plan
<http://www.london.gov.uk/LFEPA/mgAi.aspx?ID=1016#mgDocuments>

asked to provide relevant information about their roles in ensuring fire safety in tower blocks.

5. Key lines of enquiry

5.1 The terms of reference for the review have been established by the Overview and Scrutiny Committee. The terms agreed for the Housing Committee are to:

- Identify the related impact on services and performance locally, particularly in relation to tenants and housing providers (Lift call outs, fire safety checking responsibilities etc)
- Consider the potential impact of any service changes specifically in relation to tenants and housing providers

5.2 These areas could be addressed by seeking answers to a set of key questions:

Prevention, engagement and enforcement

- How will the proposed changes impact on work to prevent fires in Lewisham's housing stock?
- How will partners continue to ensure that effective prevention work takes place?
- How much training for housing providers was carried out in previous years- and how much is expected to be carried out following the proposed changes?
- What plans do housing providers have in place to engage with residents on the issue of fire safety?
- How many issues and enforcement notices have been issued by the fire brigade for Lewisham's public housing?
- How will support be maintained for enforcement activity to be carried out?

Future

- Do the proposed changes take into account the anticipated growth in Lewisham's population, as well as likely increases in housing density?
- How will the changes to the lifts policy impact on housing providers in the borough?
- Have housing providers assessed the potential impact of the proposals to charge for multiple false alarms and unnecessary lift call outs?

5. Timetable

The proposed timetable for the completion of this work is:

- 16 May 2013 - Evidence session
Alongside relevant senior housing officers from Lewisham Council, it is proposed that officers with responsibility for fire prevention and enforcement are invited from Lewisham Homes and the London Fire Brigade.
- 19 June 2013 – Agreeing recommendations

6. Further implications

There are no legal, financial, sustainability, equalities or crime & disorder implications resulting from the implementation of the recommendation in this report, however, there may be implications arising from the review, these will be dealt with as part of the review.

If you have any questions about this report please contact Timothy Andrew (Scrutiny Manager) on 02083147916