

Healthier Communities Select Committee			
Title	Select committee work programme	Item	9
Contributor	Scrutiny Manager		
Class	Open	Date	16 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 items on the Community Mental Health Review and HIV Services. Both items have been added to the provisional work programme for 2013/14

5. Meeting dates for 2013/14

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

- 16 April 2013
- 29 May 2013
- 9 July 2013
- 04 September 2013
- 23 October 2013
- 11 December 2013
- 05 February 2014
- 18 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 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

6.3 As part of the review, the Committee resolved that the Healthier Communities Select Committee would:

- To clarify the policy initiatives and financial circumstances impacting on the London Ambulance Service and A&E provision in Lewisham
- Identify the related impact on services and performance locally
- Consider the potential impact of any service changes

6.4 The Healthier Communities 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

6.5 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.

6.6 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.

6.7 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

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

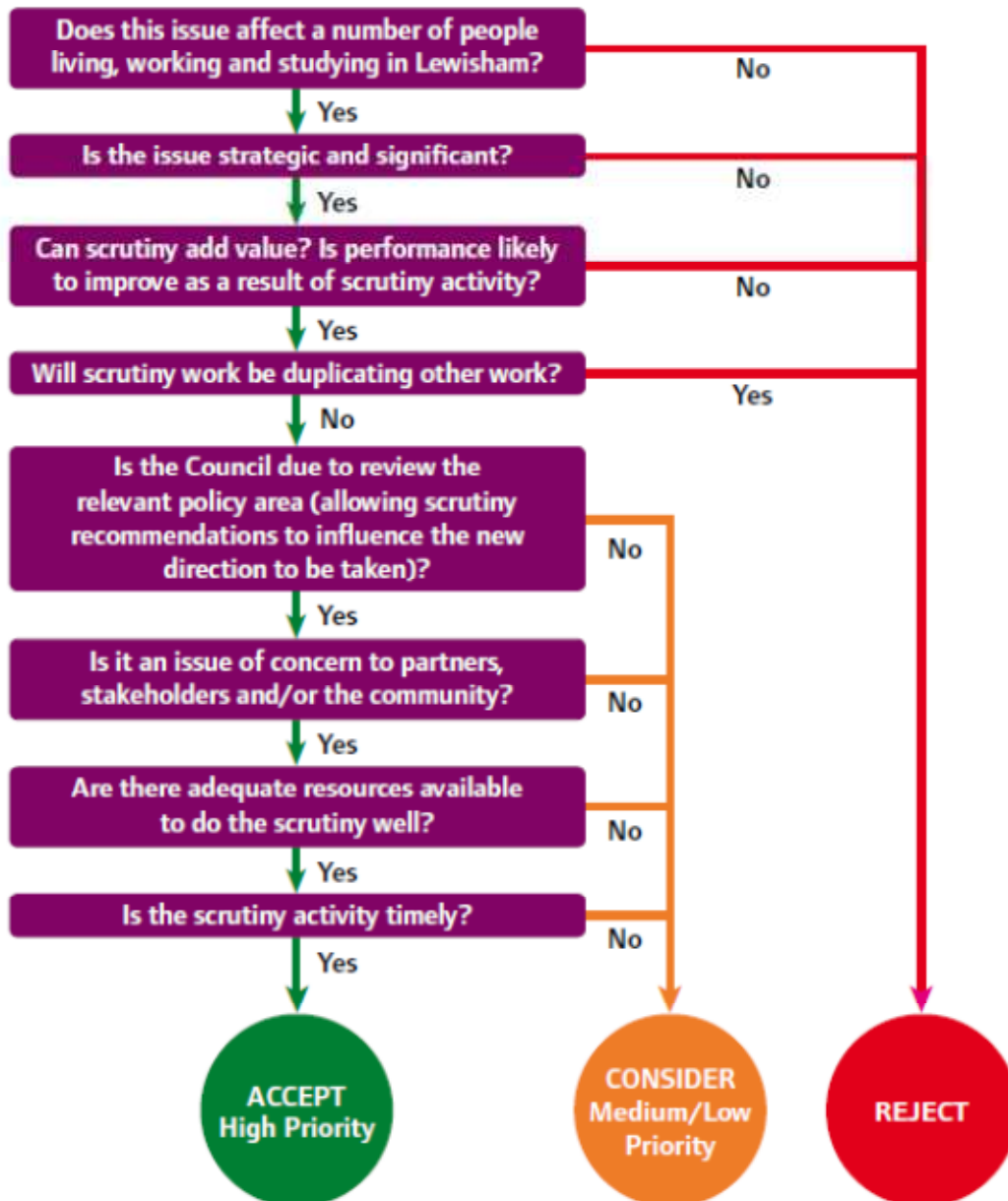
- The criteria for selecting topics
- The capacity for adding items
- The terms of reference for the Committee

Criteria for adding items to the work programme

6.9 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).

6.10 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 and Business Panel.

(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
- To consider matters referred to it in accordance with the Council's Petition Scheme

(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 where the law does not require them to attend).
- 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 Healthier Communities Select Committee:

Healthier Communities Select Committee

- (a) To fulfill all of the Overview and Scrutiny functions in relation to the provision of service by and performance of health bodies providing services for local people. These functions shall include all powers in relation to health matters given to the Council's Overview and Scrutiny Committee by any legislation but in particular the Health and Social Care Act 2001, the NHS Act 2006 as amended, the Health and Social Care Act 2012 and regulations made under that legislation, and any other legislation in force from time to time. For the avoidance of doubt, however, decisions to refer matters to the Secretary of State in circumstances where a health body proposes significant development or significant variation of service may only be made by full Council.

- (b) To review and scrutinise the decisions and actions of the Health and Wellbeing Board and to make reports and recommendations to the Council and/or Mayor and Cabinet.
- (c) To review and scrutinise in accordance with regulations made under Section 244 NHS Act 2006 matters relating to the health service in the area and to make reports and recommendations on such matters in accordance with those regulations
- (d) Require the attendance of representatives of relevant health bodies at meetings of the select committee to address it, answer questions and listen to the comments of local people on matters of local concern.
- (e) To fulfill all of the Council's Overview and Scrutiny functions in relation to social services provided for those 19 years old or older including but not limited to services provided under the Local Authority Social Services Act 1970, National Assistance Act 1948, Mental Health Act 1983, NHS and Community Care Act 1990, Health Act 1999, Health and Social Care Act 2001, NHS Act 2006, Health and Social Care Act 2012 and any other relevant legislation in place from time to time.
- (f) To fulfill all of the Council's Overview and Scrutiny functions in relation to the lifelong learning of those 19 years or over (excluding schools and school related services).
- (g) To receive referrals from the Healthwatch and consider whether to make any report/recommendation in relation to such referral (unless the referral relates solely to health services for those aged under 19 years of age, in which case the referral from the Healthwatch should be referred to the Children and Young People Select Committee .
- (h) To review and scrutinise the Council's public health functions.
- (i) Without limiting the remit of this Select Committee, its terms of reference shall include Overview and Scrutiny functions in relation to:-
- people with learning difficulties
 - people with physical disabilities
 - mental health services
 - the provision of health services by those other than the Council
 - provision for elderly people
 - the use of Section 75 NHS Act 2006 flexibilities to provide services in partnership with health organisations
 - lifelong learning of those aged 19 years or more (excluding schools and school related services)
 - Community Education Lewisham
 - Libraries
 - other matters relating to Health and Adult Care and Lifelong Learning for those aged 19 years or over

- (j) Without limiting the remit of the Select Committee, to hold the Executive to account for its performance in relation to the delivery of Council objectives in the provision of adult services and health and lifelong learning.

NB In the event of there being overlap between the terms of reference of this select committee and those of the Children and Young People Select Committee, the Business Panel shall determine the Select Committee which shall deal with the matter in question.

Scrutiny of health matters

- The Council has appointed the Healthier Communities Select Committee to carry out, among other things, the scrutiny of health bodies under the Local Authority (Public Health and Wellbeing Boards and Health Scrutiny) Regulations 2013 and other relevant legislation in place from time to time.
- The Healthier Communities Select Committee may review and scrutinise any matter relating to the planning, provision and operation of health services in the area.
- The Healthier Communities Select Committee may make reports and recommendations to local NHS bodies and to the Council/Executive on any matter reviewed or scrutinised by it. Such reports will contain an explanation of the matter reviewed, a summary of the evidence considered, a list of participants involved in the review and any recommendations made.
- The Healthier Communities Select Committee may request a response from the NHS body to whom it has made a report and the NHS body is under a duty to provide one within 28 days of the request.
- NHS bodies must, subject to certain exceptions, consult the Healthier Communities Select Committee about any proposal for substantial variation in, or substantial development of, a service in the area, and where consulted the Select Committee is entitled to comment, and in appropriate cases the Select Committee may ask the Council to make referrals to the Secretary of State under the 2013 Regulations.
- The Healthier Communities Select Committee may require a local NHS body to provide such information about the planning, provision and operation of health services in the Borough as the Select Committee reasonably requires and the NHS body is under a duty to provide it subject to certain exceptions set out in regulation.
- Subject to any directions made by the Secretary of State, the Healthier Communities Select Committee may require an officer of a local NHS

body to attend before it to answer questions, and it shall be the duty of such an officer to comply, provided reasonable notice of the requirement to attend has been given.

- The Council may from time to time appoint joint committees to discharge the overview and scrutiny function in relation to local health bodies and may delegate relevant overview and scrutiny functions to another authority's overview and scrutiny committee where it considers that that other authority would be better placed to undertake the function and that other Council agrees to do so.

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

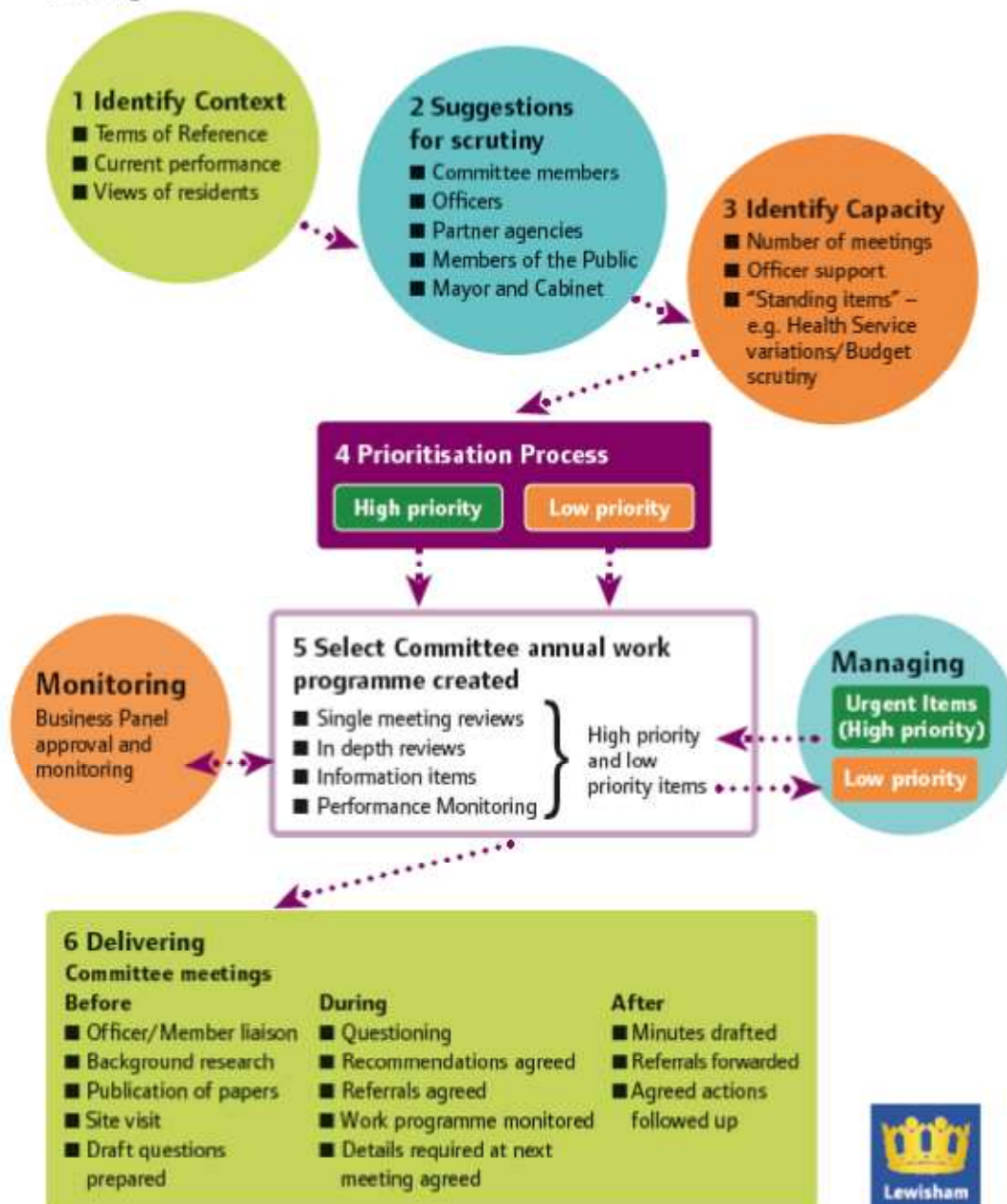
Finally, the CfPS suggest some criteria for rejecting items:

- 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 Healthier Communities Select Committee Work Programme 2013/14:

Date of Meeting (Check dates)	Agenda Item	Review Type	Corporate Priority	Priority
16 April 2013	1. Election of Chair and Vice-Chair	Standard Item	CP10	High
	2. Changes in light of the Health and Social Care Act 2012 Report & Health Scrutiny Protocol (Revised)	Standard Review	SCS 5, CP1, 8, 9, 10	High
	3. Emergency Services Review (Scoping) and Work Programme	Standard Review	CP10	High
	4. Lewisham Hospital – Update	Standard Item	SCS5, CP1, 8, 9, 10	High
	5. Health and Well-Being Strategy	Standard Review	CP9, 10	High
	6. Improving Health Services in Dulwich and Surrounding Areas – consultation by the Southwark Clinical Commissioning Group	Standard Review	SCS 5, CP8, 9	High
	7. NHS 111 – Update	Standard Review	SCS5 CP7,8,9	High
29 May 2013	1. Health Scrutiny Protocol (Revised)	Standard Review	SCS 5, CP1, 8, 9, 10	High
	2. Emergency Services Review (Evidence)	Standard Review	SCS5, CP1, 8, 9, 10	High
	3. University Lewisham Healthcare - CQC inspection Report	Standard Review	CP9, 10	Medium
	4. CQC Local Compliance Manager - Update	Standard Item	CP8, 9	High
	5. Quality Account Reports – Lewisham Healthcare Trust & SLaM	Standard Review	CP9,10	High
	6. Community Mental Health Review incl. SLaM	Standard Review	CP8, 9	Medium
	7. HIV Services	Standard Review	CP8, 9	Medium
	8. Lewisham Hospital – Update	Standard Item	SCS5, CP1, 8, 9, 10	High

9 July 2013	1. Emergency Services Review (Evidence and Recommendations)	Standard Review	SCS5, CP1, 8, 9, 10	High
	2. Health & Well Being Strategy Delivery Plan	Standard Review	CP9, 10	High
	3. Outcomes Based Commissioning and Outcomes Based Practice for Adult Social Care	Standard Review	CP8, 9	Medium
	4. Neighbourhood Working with GP's	Standard Review	CP1, 8, 9, 10	Medium
	5. Lewisham Hospital – Update	Standard Item	SCS5, CP1, 8, 9, 10	High
	6. Leisure Contracts Update	Standard Item	SCS5, CP9	Medium
4 September 2013	1. Adult Safeguarding Report	Standard Review	CP8, 9	High
	2. Reablement	Standard Review	CP8, 9	Medium
	3. Extra Care Housing Plans	Standard Review	CP6, 8, 9	Medium
	4. Lewisham Hospital	Standard Item	SCS5, CP1, 8, 9, 10	High
	5. Lewisham CCG South-East London Community Based Care Strategy (incl. CCG's approach to engagement)	Standard Item	CP1, 8, 9, 10	Medium
23 October 2013	BUDGETS SAVINGS (RESERVED)	Standing item	CP10	High
11 December 2013	1. Libraries - Update	Performance Monitoring	CP9	Medium
	2. Public Health Update: <ul style="list-style-type: none"> ○ Prioritisation process for Public Health expenditure in 2014/15 (incl. Sustainability of Community Health Projects) 	Standard Review	CP1, 9, 10	High/ Medium

	<ul style="list-style-type: none"> ○ and Initiatives) ○ Public Health 2012/13 Annual Report ○ Establishing a South East London urban public health collaborative across Lambeth, Southwark and Lewisham ○ Interim Evaluation of the North Lewisham Plan 			
	3. Lewisham Hospital Update	Standard Item	SCS5, CP1, 8, 9, 10	High
	1. Community Education Lewisham - Update	Performance Monitoring	CP9	Medium
Weds 5 February 2014	2. CCG Plan for 2014/15 Onwards	Standard Review	CP10	Medium
	3. Learning Disabilities and Healthcare Services	Standard Review	CP8, 9	Medium
	4. Healthier Catering Commitment Scheme Update	Standard Review	SCS5, CP1, CP9	Medium
	5. Lewisham Hospital Update	Standard Review	SCS5, CP1, 8, 9, 10	High
Tues 18 March 2014	1. Update – Premature Mortality Review	Standard Item	SCS5, CP9	High
	2. Healthwatch – Annual Report	Standing Item	CP1, 8, 9	High
	3. Lewisham Hospital Update	Standing Item	SCS5, CP1, 8, 9, 10	High

Appendix E: summary of forthcoming business

MAYOR & CABINET May 1 2013	
Title and details of Item	Directorate responsible
Disposal of the Premises officer house – Lee Green	Resources & Regeneration
Acquisition of freehold interests in Nos. 4 & 15 Parkcroft Road SE12	Resources & Regeneration
Variations to Kender Phase 4 Disposal.	Resources & Regeneration
Appropriation of Kender Phase 4 (Kender Triangle) New Cross SE14 for planning purposes	Resources & Regeneration
Catford Stadium Site – Release of Covenant	Resources & Regeneration
Deptford Southern Housing sites	Resources & Regeneration
Instrument of Government Athelney /Elfrida Federation & nomination of LA governor	Children & Young People
Appointment/ Re-appointment of LA Governors	Children & Young People
Education Targeted Capital bid	Children & Young People

MAYOR & CABINET(CONTRACTS) May 1 2013	
Title and details of Item	Directorate responsible
Welfare Meals Contract	Community Services
Parking Contract Award	Customer Services
Building School for the Future Brent Knoll	Resources & Regeneration

MAYOR & CABINET May 22 2013	
Title and details of Item	Directorate responsible

Response to Children & Young People Select Committee - 'Falling through the gaps' in-depth review	Children & Young People
Response to Children and Young People Select Committee and the Safer Stronger Communities Select Committee on Reshaping Youth Services	Children & Young People/ Community Services
Adoption Statement of Purpose and Children's Guides.	Children & Young People
Fostering Statement of Purpose	Children & Young People
Revised Instrument of Government for Abbey Manor College	Children & Young People
Appointment/ Re-appointment of LA Governors	Children & Young People
Housing Matters Update	Customer Services
Community Infrastructure Levy (CIL) – Draft Charging Schedule – Version 2	Resources & Regeneration
Statement of Community Involvement	Resources & Regeneration
Transport Prudential Borrowing Programme of Investment 2013-14	Resources & Regeneration
New Cross Gate Healthy Living Centre Scheme	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
Main Grants Programme – Community Centres	Community Services

MAYOR & CABINET June 19 2013

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

Title and details of Item	Directorate responsible
Contract Award Energy Company Obligation delivery partner	Resources & Regeneration

MAYOR & CABINET July 10 2013

Title and details of Item	Directorate responsible
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) 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

MAYOR & CABINET September 11 2013

Title and details of Item	Directorate responsible
Discharge into the Private Rented Sector/Out of Borough	Customer Services

MAYOR & CABINET(CONTRACTS) September 11 2013

Title and details of Item	Directorate responsible
Supporting People Contract Award	Community Services

Report	
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