

Non-Executive Report of the:  <b>Council</b>  17 July 2019	 <b>TOWER HAMLETS</b>
<b>Report of:</b> Sharon Godman, Divisional Director Strategy, Policy and Performance	<b>Classification:</b> Unrestricted
<b>Overview and Scrutiny Work Programme 2019/20</b>	

<b>Originating Officer(s)</b>	Daniel Kerr, Strategy and Policy Manager Adam Boey, Senior Strategy & Policy Manager
<b>Wards affected</b>	All Wards

### Executive Summary

This report sets out the 2019/20 work programmes for the:

- Overview and Scrutiny Committee;
- Health & Adults Scrutiny Sub-Committee;
- Housing & Regeneration Scrutiny Sub-Committee; and
- Children & Education Scrutiny Sub-Committee.

This report also describes the work programmes for both Scrutiny Leads:

- Resources & Finance;
- Environment & Community Safety.

The work programme has been informed by a councillor workshop session (including co-optee members) and in consultation with senior officers.

### Recommendations:

The Council is recommended to note the Scrutiny work programme for 2019-20 at Appendices 1-6.

## **1. REASONS FOR THE DECISIONS**

- 1.1 The work programme of the Overview and Scrutiny Committee (OSC) and its three sub-committees and Scrutiny Leads (Appendices 1-6) set out focus areas that scrutiny members have identified as important to scrutinise over this Municipal Year.

## **2. ALTERNATIVE OPTIONS**

- 2.1 The scrutiny function, undertaken by OSC and its Sub-Committees, does not plan its work, and undertakes an *ad hoc* and unstructured approach to scrutiny work. This is not recommended as it is unfocused and is not an efficient use of staff and resources, and does not allow time for information and expertise to input effectively.

## **3. DETAILS OF THE REPORT**

- 3.1. For 2019/20, the scrutiny function at LBTH is undertaken by an Overview and Scrutiny Committee, three Scrutiny Sub-Committees (Health & Adults, Housing & Regeneration, and Children's & Education), together with two Scrutiny Leads – OSC members who have responsibility for leading the scrutiny of Resources & Finance and Environment & Community Safety.
- 3.2. As part of the review of the Council's constitution revised terms of references for OSC and the Sub-Committees have been agreed, with further work to review the scrutiny procedure rules planned to be undertaken in consultation with scrutiny members.
- 3.3. The work programming process was conducted for each Scrutiny Committee and Scrutiny Lead in order to provide focus for the scrutiny function as a whole.

### **Developing the work programme**

- 3.4. Members and co-opted members of the Overview & Scrutiny Committee (OSC) and its three Sub-Committees attended a workshop on 15 June 2019 to discuss the work programme for the 2019/20 Municipal Year. This was a joint workshop across all Scrutiny Committees in order to develop a better co-ordinated approach to delivering Scrutiny in 2019/20.
- 3.5. To identify areas of focus for the Committee, the session considered:
- Scrutiny values
  - Prioritisation methods and tools
  - Council priorities, performance information and horizon scan
  - How to engage residents and partners more effectively
  - Outcomes the Committees wish to achieve.
- 3.6. Members also considered what makes an effective work plan and held discussions to explore how Scrutiny could add value to service delivery and

what Members understood to be the key priorities for the Council. The discussion focused on:

- how the Council communicates and consults any residents,
- how the Council can change its paternalistic practices,
- whether the Council has the relevant performance measures in place,
- breaking down silos (internally and externally),
- developing a placed based approach,
- improving the speed of delivery.

- 3.7. Members voted on their priorities for each Committee and produced a list of the top five areas for each Committee to cover. In developing the work programme, OSC were clear that they wanted to look at fewer issues in more depth, and be clear about what outcomes they want to achieve and how they can add value in order to allow them to make more effective recommendations.
- 3.8. Furthermore, General Purposes Committee on 25<sup>th</sup> June 2019 agreed a report on Strengthening Local Democracy which included a number of actions to support the development of Overview and Scrutiny. This includes improving public engagement through holding meetings in community venues, using digital technology to allow residents to feed into the work programme, engaging all non-executive Councillors in the OSC work programme, developing and promoting Councillor Call for Action and supporting Members place shaping role by undertaking placed based scrutiny.

### **Agreeing the work programme**

- 3.9. Following the workshop, discussions were held with the Scrutiny Leads to prioritise, scope and agree the format of scrutiny activities for the year. Scrutiny Leads agreed and specified the priorities in their area, developed an understanding of OSC priority outcomes, and defined how scrutiny can add value. This was presented back to the OSC on 24 June for final discussion and agreement.
- 3.10. Additionally, an online form was developed to capture resident's views on what they feel the focus areas for the work programme should be. There has already been a number of submissions. All responses will be considered by Scrutiny Members for incorporation into agenda items or added to the work programme currently, and throughout the year.
- 3.11. Scrutiny leads have held discussions with relevant Divisional Directors and Corporate Directors to develop the work programme for their portfolio area. Following presentation at Full Council, they will engage Senior Leadership and Cabinet Leads further, and talk to Council partners, to encourage their buy-in in appropriate agenda items and identify how Scrutiny can best add value to their work. A final work programme will be agreed by the OSC at their meeting on the 29<sup>th</sup> July 2019.

## **Types of scrutiny**

3.12. The 2019/20 the scrutiny work programme will comprise of different types of scrutiny focus:

- **Scrutiny Spotlight Sessions:** a Cabinet Member and/or a senior leader from a stakeholder organisation (e.g. the Borough Commander) provides an overview of their work, including key risks within their portfolio, and is then questioned by members of the Committee;
- **Scrutiny Reviews:** led by a scrutiny lead member to examine a topic over multiple evidence gathering sessions, followed by a report with recommendations for service improvement. These are directly supported by an officer from Corporate Strategy, Policy and Performance Team, with input from the relevant directorates;
- **Scrutiny Challenge Sessions:** led by a scrutiny lead member, these take place during one 'deep dive' evidence gathering session and are followed by a report with recommendations for service improvement. These are directly supported by an officer from Corporate Strategy, Policy and Performance Team, with input from the relevant directorates;
- **Budget & Policy Framework Scrutiny:** The Committee has a mandatory consultation role on all items that are the responsibility of Full Council to agree rather than the Executive, including the budget.

## **4. EQUALITIES IMPLICATIONS**

- 4.1 The Public Sector Equality Duty (as set out in the Equality Act 2010) aims to embed equality considerations into the day to day work of public bodies, so that they tackle discrimination and inequality and contribute to making society fairer.
- 4.2 The Overview and Scrutiny Committee and scrutiny sub-committee work programmes include key equality considerations of the Strategic Plan, including reducing inequality, promoting community cohesion and enabling community engagement. Identifying and prioritising issues, which are important to local residents, will play an important role in developing the work programme to drive service improvement.
- 4.3 Key to addressing equalities issues, is making scrutiny more accessible to residents. Accordingly, the October meeting is planned to be held in the community to providing greater opportunities for residents to contribute during meetings.
- 4.4 To ensure the Scrutiny work programme captures the diverse range of resident's views and concerns, an online form has been created to allow them to submit their items for OSC to consider as part of the 2019/20 work programme. This has been promoted through the Council's social media channels to ensure all residents are aware of this opportunity and their submissions will be taken into account when reviewing relevant items.

## **5. COMMENTS OF THE CHIEF FINANCE OFFICER**

- 5.1. This report sets out the Overview and Scrutiny Committee work programme for the Municipal Year 2018/19. It also includes draft work programmes for the Health & Adults, Housing & Regeneration and Children's & Education Scrutiny Sub-committees.
- 5.2. It is envisaged that the work programme will be delivered through existing resources and therefore there are no additional financial implications arising from the recommendations within this report. However, in the event that additional resources may be required to deliver particular aspects of the work programme, these will need to be considered as part of the council's budget setting and medium term financial strategy.

## **6. COMMENTS OF LEGAL SERVICES**

- 6.1. Section 9F of the Local Government Act 2000 requires authorities to set up an Overview and Scrutiny Committee. The Overview and Scrutiny Committee has a strategic and co-ordinating role over the Council's scrutiny function and in that regard, the Committee sets its own work programme.

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## **Linked Reports, Appendices and Background Documents**

### **Linked Report**

- None

### **Appendices**

- Appendix 1: Overview & Scrutiny Committee work programme 2019/20
- Appendix 2: Health & Adults Scrutiny Sub-committee work programme 2019/20
- Appendix 3: Housing & Regeneration Scrutiny Sub-committee work programme 2019/20
- Appendix 4: Children's & Education Scrutiny Sub-committee work programme 2019/20
- Appendix 5: Scrutiny Lead Resources & Finance work programme 2019/20
- Appendix 6: Scrutiny Lead Environment & Community Safety work programme 2019/20

### **Local Government Act, 1972 Section 100D (As amended)**

#### **List of "Background Papers" used in the preparation of this report**

List any background documents not already in the public domain including officer contact information.

- These must be sent to Democratic Services with the report
- State NONE if none.

#### **Officer contact details for documents:**

Or state N/A

## Appendix 1: Overview & Scrutiny Committee Work Programme 2019/20

Meeting	Type of Scrutiny	Item	Outcome
Monday, 24 <sup>th</sup> June 2019	Spotlight	Mayors Spotlight	To understand the Mayor's priorities for the year to help feed into the work programme
	Tracking Recommendations	Night Time Economy Scrutiny Action Plan	To track actions implementation of recommendations of scrutiny challenge session.
	OSC Work Programme Report	OSC work programming	To review and approve the OSC work programme for 2018/19
	Strategic Performance Monitoring	Children's Services Improvement Update	To monitor implementation of the improvement plan
Monday, 29th July 2019	Pre-Cabinet	Pre Decision Questions	To review Cabinet decisions and make strategic recommendations
	Spotlight	Local Community Fund (LCF)	To review the progress of the LCF
	Spotlight	Environment Spotlight	To review progress of the mobilisation of in house waste services
	OSC Report: Scrutiny Challenge Session	School Exclusions Scrutiny Report	To agree the recommendations of the School Exclusion Challenge Session
Monday, 23rd September 2019	Pre-Cabinet	Pre Decision Questions	To review Cabinet decisions and make strategic recommendations
	Spotlight	Annual Residents Survey (ARS) 2019/20	To review the results of the ARS
	OSC Report: Scrutiny Challenge Session	Custom Service Transformation Scrutiny Report	To agree the recommendations of the Customer Transformation Challenge Session
	Strategic Performance Monitoring	Quarterly Performance Report	To review the Council's performance against the strategic goals and provide critical friend challenge to service delivery
	Strategic Performance Monitoring	Quarterly Budget Monitoring	To monitor the Council's finances to ensure these align with Council priorities and provide residents with value for money
Monday, 28th October 2019	Pre-Cabinet	Pre Decision Questions	To review Cabinet decisions and make strategic recommendations
	Spotlight	Transport Strategy and Parking Services	To review the council's transport strategy and understand the impact it has on parking policy and air quality.
	Spotlight	Consultation processes and internal governance processes	To review the Council's approach to consultation.
Monday, 25th November 2019	Pre-Cabinet	Pre Decision Questions	To review Cabinet decisions and make strategic recommendations
	Strategic Performance Monitoring	Quarterly Performance Report	To review the Council's performance against the strategic goals and provide critical friend challenge to service delivery
	Strategic Performance Monitoring	Quarterly Budget Monitoring	To monitor the Council's finances to ensure these align with Council priorities and provide residents with value for money
	Spotlight	Leisure Facilities	To review the provision of leisure facilities in the borough
Monday, 16th	Pre-Cabinet	Pre Decision Questions	To review Cabinet decisions and make

December 2019			strategic recommendations
	Spotlight	Community Safety Spotlight	To understand challenges and key areas of work undertaken to tackle community safety
	Spotlight	Community governance and a place based approach to decision making	To review the Council's approach to community governance and a placed based approach to decision making
Monday, 13th January 2020	Pre-Cabinet	Pre Decision Questions	To review Cabinet decisions and make strategic recommendations
	Budget & Policy	Budget Scrutiny	To provide critical friend challenge to the budget setting process in line with the Council's priorities
Monday, 27th January 2020	Pre-Cabinet	Pre Decision Questions	To review Cabinet decisions and make strategic recommendations
	Spotlight	Customer Service	To understand how the Council is responding to complaints and requests for information
Monday, 3rd February 2020	Budget & Policy	Hold for Budget Review	If required: to review and suggest recommendations on the 2020/19 budget
Monday, 24th February 2020	Pre-Cabinet	Pre Decision Questions	To review Cabinet decisions and make strategic recommendations
	Strategic Performance Monitoring	Quarterly Performance Report	To review the Council's performance against the strategic goals and provide critical friend challenge to service delivery
	Strategic Performance Monitoring	Quarterly Budget Monitoring	To monitor the Council's finances to ensure these align with Council priorities and provide residents with value for money
	Spotlight	Children's & Education Scrutiny Sub-Committee Update	Review progress of the Children's & Education Scrutiny Sub-Committee
Monday, 23rd March 2020	Pre-Cabinet	Pre Decision Questions	To review Cabinet decisions and make strategic recommendations
	Spotlight	Mayor's Spotlight	To hold the Mayor to account
	Strategic Performance Monitoring	Quarterly Performance Report	To review the Council's performance against the strategic goals and provide critical friend challenge to service delivery
	Strategic Performance Monitoring	Quarterly Budget Monitoring	To monitor the Council's finances to ensure these align with Council priorities and provide residents with value for money
Monday, 27th April 2020	OSC Report	OSC Annual Report	To review and approve report
	Pre-Cabinet	Pre Decision Questions	To review Cabinet decisions and make strategic recommendations
	Spotlight	Health & Adults Scrutiny Sub-Committee	Review progress of the Health & Adults Scrutiny Sub-Committee
Tuesday, 26th May 2020	Pre-Cabinet	Pre Decision Questions	To review Cabinet decisions and make strategic recommendations
	Spotlight	Liveable Streets Programme	To review the implementation of the Liveable Streets Programme and understand its impact on the borough.
	Spotlight	Housing & Regeneration Sub-Committee	Review progress of the Housing & Regeneration Scrutiny Sub-Committee

## Appendix 2: Health & Adults Sub-Committee

Meeting	Type of Scrutiny	Item	Desired Outcomes
8 <sup>th</sup> July 2019	Spotlight	ASC Charging Follow-up Impact Assessment	To note the contents of the follow-up impact assessment and provide any relevant comments
	Spotlight	Public Health Annual Report 2018	To note the contents of the report and provide any relevant comments
2 <sup>nd</sup> September 2019	Spotlight	Diabetes Challenge Session feedback	To review and approve the findings, recommendations and next steps arising from the recently undertaken Diabetes Challenge Session
	Spotlight	Health and Wellbeing Strategy refresh	To engage in pre-decision input and provide any relevant recommendations on the strategy refresh
	Deep dive	Action on obesity	To review the current action being taken to tackle obesity and provide any recommendations for future practice
5 <sup>th</sup> November 2019	Deep dive	Health and social care integration – joint commissioning proposals	To review the current proposals for commissioning integration and provide any recommendations going forward
	Spotlight	Changes to use of Direct Payments	To note the changes being made to Direct Payments and provide any relevant comments
	Spotlight	Safeguarding Annual Report	To note the contents of the report and provide any relevant comments
12 <sup>th</sup> March 2020	Spotlight	Homelessness Action Plan Follow-up review	To note the contents of the follow-up review and provide any relevant comments
	Deep dive	Primary care access – waiting times, capacity and patient experience	To review the current situation regarding access to primary care and patient experience of services and provide any relevant recommendations for future practice
	Spotlight	New GP contract (national policy)	To note the new GP contract and provide any relevant comments
28 <sup>th</sup> April 2020	Deep dive	Service access for minority groups	To review the current situation regarding minority groups access to services and provide any relevant recommendations for future practice
	Spotlight	New Pan-London Sexual Health Contract	To note the New Pan-London Sexual Health Contract and provide any relevant comments
	Scrutiny review	Learning disability service provision	To review and approve the findings, recommendations and next steps from the scrutiny review into LD service provision

**Appendix 3: Draft Housing & Regeneration Scrutiny Sub-committee work programme 2019/20**

<b>Meeting</b>	<b>Type of Scrutiny</b>	<b>Item</b>	<b>Desired Outcomes</b>
<b>22<sup>nd</sup> July 2019</b>	Spotlight <i>(Presentation)</i>	Allocations Policy	<ul style="list-style-type: none"> <li>Review of proposed changes and impact, recommending any modifications</li> <li>Maximising engagement through proposed consultation strategy</li> <li>Policy compliance and transparency in housing management panel decisions - casework examples/resident views</li> <li>Review of medical assessment decisions and appeals processes, service performance and complaints, exploration of in-house delivery</li> <li>Criteria of acceptance of EU nationals, and likely impact of Brexit</li> <li>Improving the quality of temporary accommodation in Council and PRS stock</li> </ul>
	Tracking recommendations <i>(Report)</i>	Fire Safety Scrutiny Review – Action plan monitoring	<ul style="list-style-type: none"> <li>Review of progress in the delivery of scrutiny recommendations</li> </ul>
	Challenge Session	Implementation of the Homelessness Reduction Act 1 year on	<ul style="list-style-type: none"> <li>Committee to agree topic at this meeting</li> <li>Outcomes to then be agreed</li> </ul>
	Information Item <i>(Report)</i>	Q4 Social Landlord Performance	<ul style="list-style-type: none"> <li>Review of performance, concerns and proposed actions discussed with Chair outside of meeting.</li> </ul>
<b>10 September 2019</b>	Spotlight, inviting witnesses with the option of a site visit  <i>(Report &amp; Presentation(s))</i>	High Streets and Town Centres - Supporting new and existing business	<p>High Streets and Town Centre Strategy (HS&amp;TC)</p> <ul style="list-style-type: none"> <li>Review of strategy progress, investments &amp; impacts to improve competitiveness and vitality</li> <li>Responding to tackle challenges faced by traders / HS&amp;TCs</li> <li>Responding to struggling / underutilised HS&amp;TC's</li> <li>Actions to attract external investment , diversify town centres / markets</li> <li>Innovative solutions to prioritising and delivering joint priorities – i.e. public realm, open space, environmental health, waste management etc.)</li> </ul>
	Scrutiny Report <i>(Report)</i>	Draft Housing open spaces scrutiny report	<ul style="list-style-type: none"> <li>Draft report approved for Council and Cabinet considerations.</li> </ul>
<b>26 November 2019</b>	Spotlight <i>(Report)</i>	Approach to Regeneration	<ul style="list-style-type: none"> <li>The vision and review of 4 area based delivery plans developed.</li> <li>Engagement of key stakeholders to capture regeneration and growth proposals.</li> <li>Review of capital investment plans.</li> </ul>
	Spotlight <i>(Report)</i>	Development of Council policy on London Living wage	<ul style="list-style-type: none"> <li>Development of Council policy to encourage / transition employers into paying London Living Wage.</li> </ul>

Meeting	Type of Scrutiny	Item	Desired Outcomes
21 <sup>st</sup> January 2020	Spotlight /  <i>Report / (Presentation(s))</i>	Housing Policy	<ul style="list-style-type: none"> <li>• Exploring innovative solutions to increase housing delivery</li> <li>• Strengthening role of housing delivery vehicles and Housing Revenue Account to achieve this</li> <li>• Delivery of 2,000 Council homes: <ul style="list-style-type: none"> <li>- Schemes approved / refused at committee, and number of homes</li> <li>- Delivery against 2,000 Council homes target and rent mix</li> </ul> </li> <li>• Review of new Council homes policy in light of the HRA borrowing cap being lifted – to maximise delivery of homes at London Affordable Rents (social target rents)</li> <li>• Money generated through new homes bonus</li> <li>• Right to buy - Homes sold and resold (buy backs)</li> <li>• Findings of the high density living survey exploring how planning policy can improve resident experiences (living in/close to)</li> </ul>
	Tracking recommendations -	Under-occupation Scrutiny Review	<ul style="list-style-type: none"> <li>• Review of progress in the delivery of scrutiny recommendations – outside of meeting.</li> </ul>
6 May 2019	Spotlight	Local Authority Building Control Services	<ul style="list-style-type: none"> <li>• Reinforcing LA powers and roles</li> <li>• The future of LA building control, ability to retain its position vs the commercialised market</li> <li>• Working with approved inspectors to achieve quality compliance</li> </ul>
	Spotlight  <i>(Report(s))</i>	Q3 Social Landlord Performance	<ul style="list-style-type: none"> <li>• Review of performance</li> <li>• Spotlight on underperforming landlord (only if required).</li> </ul>

**Appendix 4: Children’s & Education Sub-Committee Work Programme 2019/20**

<b>Meeting</b>	<b>Type of Scrutiny</b>	<b>Item</b>	<b>Desired Outcomes</b>
<b>25<sup>th</sup> June 2019</b>	Spotlight	<b>School Organisation</b>	An increased awareness and understanding of school place planning Public attendance and engagement at meeting
		<b>School Improvement</b>	An increased awareness and understanding of the performance of schools in the borough
<b>8<sup>th</sup> October 2019</b>	Deep Dive	<b>SEND</b> - The SEND service is due for inspection from Ofsted, who could call at any day. Oversight is needed of the ongoing SEND improvement work. In addition, nationally the high needs funding granted to local authorities since 2015 has failed to keep up with rapidly increasing demand for special educational needs and disabilities (SEND) provision and this is reflected in the local picture. Although additional government funding has been received since 2018, this is significantly short of what is required to support the current deficit in the High Needs block, which is now being consulted upon and cuts proposed	Increased confidence in, and awareness of, the ongoing improvement work.  Recommendations to Cabinet re funding  Public attendance and engagement at meeting
<b>17<sup>th</sup> December 2019</b>	Scrutiny Review	<b>Youth Provision</b> - we want to continue the work undertaken last municipal year on exclusions, expanding the scope to include the youth offer, uptake of Free Early Education Entitlement, AP provision funding and the links between gangs, knife crime, exclusions and vulnerability	Production of a comprehensive scrutiny report, with far-reaching recommendations that enhance current provision.  Public attendance and engagement at meeting
<b>11<sup>th</sup> February 2020</b>	Tracking Recommendations	<b>Ofsted</b> – any recommendations suggested in the inspection report, plus future initiatives	Effective scrutiny and oversight of children’s social care continues, supporting the service to continue its improvement journey
<b>7<sup>th</sup> April 2020</b>	Spotlight	<b>Children and Families Strategy 2019-24</b> - As this will be the umbrella strategy for Children's Services, the committee want oversight of the implementation and monitoring of it to ensure that outcomes are achieved and the impact measured	Increased awareness of the work of the Children and Families Partnership  Increased understanding of the challenges faced  Public attendance and engagement at meeting

**Appendix 5: Cllr Tarik Khan – Scrutiny Lead Resources & Finance  
Work Programme 2019-20**

<b>Area of work</b>	<b>Method</b>	<b>Timescale</b>
<b>Portfolio Overview</b>	<ul style="list-style-type: none"> <li>• Regular meetings with Corporate Director Resources</li> <li>• Induction meetings with Divisional Directors &amp; Heads of Services</li> <li>• Service Visits – Idea Store, One Stop Shops, Benefits</li> </ul>	<p>On-going May-July 19</p> <p>Sept – Nov 19</p>
<b>Grants Scrutiny</b>	<ul style="list-style-type: none"> <li>• Attendance at Grants Determination Sub Committee</li> <li>• Presenting OSC Questions and comments</li> </ul>	July 19 – Mar 20
<b>Building community wealth and local economy</b>	<ul style="list-style-type: none"> <li>• Scrutiny review/challenge session or through OSC</li> </ul>	
<b>Local Community Fund</b>	<ul style="list-style-type: none"> <li>• OSC</li> </ul>	July 2019
<b>VCS Strategy Refresh &amp; Premises</b>	<ul style="list-style-type: none"> <li>• Scrutiny Challenge Session or OSC</li> </ul>	Oct-Nov 2019
<b>Fair Funding</b>	<ul style="list-style-type: none"> <li>• Fair Funding – Link to Budget Scrutiny</li> </ul>	TBC
<b>Budget Scrutiny</b>	<ul style="list-style-type: none"> <li>• Quarterly Budget Monitoring – Possible Budget Working Group</li> <li>• Budget Scrutiny</li> </ul>	<p>Sept – May 19</p> <p>Jan 20</p>
<b>Capital Expenditure on Town Hall</b>	<ul style="list-style-type: none"> <li>• Scrutiny Challenge Session or discussions with Corporate Directors Place and Resources</li> </ul>	Mar 20

**Appendix 6: Cllr Bex White – Scrutiny Lead Environment & Community Safety  
Work Programme 2019-20**

<b>Area of work</b>	<b>Method</b>	<b>Timescale</b>
<b>Portfolio Overview</b>	<ul style="list-style-type: none"> <li>• Regular Meeting with Corporate/ Divisional Directors of Place and HAC</li> <li>• Induction meetings with Divisional Directors and Heads of Services</li> <li>• Service Visits</li> </ul>	<p>Ongoing</p> <p>May to July 2019</p> <p>Sep – Nov 2019</p>
<b>Environment Spotlight: In house Waste Services</b>	OSC	Jul 2019
<b>Transport Strategy and Parking Services</b>	OSC	Oct 2019
<b>Safer Neighbourhood Ward Panels</b>	Challenge Session	Oct 2019
<b>Community Safety Spotlight</b>	OSC	Dec 2019
<b>Behavioural Change</b>	Challenge Session	Apr 2020
<b>Liveable Streets Programme</b>	OSC	May 2020