

**Committee:** Overview and Scrutiny Commission

**Date:** 17 July 2018

**Wards:** All

**Subject:** Overview and Scrutiny Commission Work Programme 2018/19

**Lead officer:** Julia Regan, Head of Democracy Services

**Lead member:** Cllr Peter Southgate, Chair of the Overview and Scrutiny Commission

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## **Recommendations:**

That members of the Overview and Scrutiny Commission

- i) Consider the proposed work programme for the 2018/19 municipal year, and agree issues and items for inclusion (see draft in Appendix 1);
  - ii) Discuss and comment on how they wish to draw on external experts this year and how the quality of evidence provided to scrutiny meetings could be improved.
  - iii) Appoint members to the financial monitoring task group, to meet on 30 August 2018, 13 November 2018 and 25 February 2019 plus a further date in July 2019 to be determined by the task group;
  - iv) Consider whether they wish to establish a task group review this year;
  - v) Consider whether they wish to make visits to local sites; and
  - vi) Identify any training and support needs.
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## **1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY**

- 1.1 The purpose of this report is to support and advise Members to determine their work programme for the 2018/19 municipal year.
- 1.2 This report sets out the following information to assist Members in this process:
  - a) The principles of effective scrutiny and the criteria against which work programme items should be considered;
  - b) The roles and responsibilities of the Overview and Scrutiny Commission;
  - c) The findings of the consultation programme undertaken with councillors and co-opted members, senior management, voluntary and community sector organisations, partner organisations and Merton residents;
  - d) A summary of discussion by councillors and co-opted members at a topic selection workshop held on 5 June 2018; and
  - e) Support available to the Overview and Scrutiny Commission to determine, develop and deliver its 2018/19 work programme.

## 2. Determining the Overview and Scrutiny Commission Annual Work Programme

- 2.1 Members are required to determine their work programme for the 2018/19 municipal year to give focus and structure to scrutiny activity to ensure that it effectively and efficiently supports and challenges the decision-making processes of the Council, and partner organisations, for the benefit of the people of Merton.
- 2.2 The Overview and Scrutiny Commission has specific roles relating to budget and business plan scrutiny and to performance monitoring that should automatically be built into their work programmes.
- 2.3 Since 2012/13, the Commission has agreed each year to establish a financial monitoring task group to lead on the scrutiny of financial monitoring information on behalf of the Commission, with the following terms of reference:
- To carry out scrutiny of the Council's financial monitoring information on behalf of the Overview and Scrutiny Commission;
  - To advise on other agenda items as requested by the Overview and Scrutiny Commission;
  - To report minutes of its meetings back to the Overview and Scrutiny Commission;
  - To send via the Commission any recommendations or references to Cabinet, Council or other decision making bodies.
- 2.4 Members who attended the scrutiny topic workshop agreed that they wished to re-establish this task group for the 2018/19 municipal year. The Commission is therefore requested to re-establish and appoint members to the group. It is proposed that the task group will meet four times during 2018/19 to enable the financial monitoring information to be examined on a quarterly basis as well as scrutinising a small number of budget areas in-depth and reporting back any recommendations to the Commission. The meetings will be held in public and the agenda and minutes will be published on the Council's website, alongside those of the Commission.
- 2.5 The Overview and Scrutiny Commission may choose to scrutinise a range of issues through a combination of pre-decision scrutiny items, policy development, performance monitoring, information updates and follow up to previous scrutiny work. Any call-in work will be programmed into the provisional call-in dates identified in the corporate calendar as required.
- 2.6 The Overview and Scrutiny Commission has six scheduled meetings over the course of the municipal year, including the scheduled budget meeting (representing a maximum of 18 hours of scrutiny per year – assuming 3 hours per meeting). Members will therefore need to be selective in their choice of items for the work programme.

### Principles guiding the development of the scrutiny work programme

- 2.7 The following key principles of effective scrutiny should be considered when the Commission determines its work programme:
- **Be selective** – There is a need to prioritise so that high priority issues are scrutinised given the limited number of scheduled meetings and time available. Members should consider what can realistically and properly be reviewed at each meeting, taking into account the time needed to scrutinise each item and what the session is intended to achieve.

- **Add value with scrutiny** – Items should have the potential to ‘add value’ to the work of the council and its partners. If it is not clear what the intended outcomes or impact of a review will be then Members should consider if there are issues of a higher priority that could be scrutinised instead.
- **Be ambitious** – The Commission should not shy away from carrying out scrutiny of issues that are of local concern, whether or not they are the primary responsibility of the council. The Local Government Act 2000 gave local authorities the power to do anything to promote economic, social and environmental well being of local communities. Subsequent Acts have conferred specific powers to scrutinise health services, crime and disorder issues and to hold partner organisations to account.
- **Be flexible** – Members are reminded that there needs to be a degree of flexibility in their work programme to respond to unforeseen issues/items for consideration/comment during the year and accommodate any developmental or additional work that falls within the remit of this Commission. For example Members may wish to questions officers regarding the declining performance of a service or may choose to respond to a Councillor Call for Action request.
- **Think about the timing** – Members should ensure that the scrutiny activity is timely and that, where appropriate, their findings and recommendations inform wider corporate developments or policy development cycles at a time when they can have most impact. Members should seek to avoid duplication of work carried out elsewhere.

Models for carrying out scrutiny work

2.8 There are a number of means by which the Overview and Scrutiny Commission can deliver its work programme. Members should consider which of the following options is most appropriate to undertake each of the items they have selected for inclusion in the work programme:

Item on a scheduled meeting agenda/ hold an extra meeting of the Commission	<ul style="list-style-type: none"> <li>■ The Commission can agree to add an item to the agenda for a meeting and call Cabinet Members/ Officers/Partners to the meeting to respond to questioning on the matter</li> <li>■ A variation of this model could be a one-day seminar-scrutiny of issues that, although important, do not merit setting up a ‘task-and-finish’ group.</li> </ul>
Task Group	<ul style="list-style-type: none"> <li>■ A small group of Members meet outside of the scheduled meetings to gather information on the subject area, visit other local authorities/sites, speak to service users, expert witnesses and/or Officers/Partners. The Task Group can then report back to the Commission with their findings to endorse the submission of their recommendations to Cabinet/Council</li> <li>■ This is the method usually used to carry out policy reviews</li> </ul>
Commission asks for a report then takes a view on action	<ul style="list-style-type: none"> <li>■ The Commission may need more information before taking a view on whether to carry out a full review so asks for a report – either from the service department or from the Scrutiny Team – to give them more details.</li> </ul>

Meeting with service Officer/Partners	<ul style="list-style-type: none"> <li>■ A Member (or small group of Members) has a meeting with service officers/Partners to discuss concerns or raise queries.</li> <li>■ If the Member is not satisfied with the outcome or believes that the Commission needs to have a more in-depth review of the matter s/he takes it back to the Commission for discussion</li> </ul>
Individual Members doing some initial research	<ul style="list-style-type: none"> <li>■ A member with a specific concern carries out some research to gain more information on the matter and then brings his/her findings to the attention of the Commission if s/he still has concerns.</li> </ul>

2.9 Note that, in order to keep agendas to a manageable size, and to focus on items to which the Commission can make a direct contribution, the Commission may choose to take some “information only” items outside of Commission meetings, for example by email.

Support available for scrutiny activity

2.10 The Overview and Scrutiny function has dedicated scrutiny support from the Scrutiny Team to:

- Work with the Chair and Vice-Chair of the Commission to manage the work programme and coordinate the agenda, including advising officers and partner organisations on information required and guidance for witnesses submitting evidence to a scrutiny review;
- Provide support for scrutiny members through briefing papers, background material, training and development seminars, etc;
- Facilitate and manage the work of the task and finish groups, including research, arranging site visits, inviting and briefing witnesses and drafting review reports on behalf on the Chair; and
- Promote the scrutiny function across the organisation and externally.

2.11 The Overview and Scrutiny Commission will need to assess how they can best utilise the available support from the Scrutiny Team to deliver their work programme for the coming year.

2.12 The Commission is also invited to comment upon any briefing, training and support that is needed to enable Members to undertake their work programme. Members may also wish to undertake visits to local services in order to familiarise themselves with these. Such visits should be made with the knowledge of the Chair and will be organised by the Scrutiny Team.

2.13 This year, in response to the results of the scrutiny annual survey, the Scrutiny Team will also explore with chairs and vice chairs the use of external experts and the quality of evidence provided to Panels to understand what else might be done to meet members’ needs. In order to progress this, it is recommended that the Panel spend some time discussing this as part of the development of the work programme if these issues have not already been addressed at the topic workshop.

### **3. Selecting items for the Scrutiny Work Programme**

3.1 The Overview and Scrutiny Commission sets its own agenda within the scope of its terms of reference. The Overview and Scrutiny Commission undertakes a coordinating role to ensure that any gaps or overlap in the scrutiny work programme are dealt with in a joined-up way.

The Overview and Scrutiny Commission has the following remit: -

- Formal crime & disorder scrutiny
- Safer communities: the role of the Crime and Disorder Reduction Partnership, safer neighbourhood teams, anti-social behaviour, drugs & alcohol treatment, domestic violence and road safety
- Stronger communities: community leadership, voluntary & community sector, public involvement & consultation; community cohesion, service delivery diversity & equalities
- Cross-cutting & strategic matters, inc. scrutiny of the budget & business plan and the approach to partnership arrangements
- Corporate capacity issues – communications, legal, human resources, IT, customer service
- The performance monitoring framework
- Financial monitoring
- Responsibility for keeping scrutiny under review

3.1 The Scrutiny Team has undertaken a campaign to gather suggestions for issues to scrutinise either as agenda items or task group reviews. Suggestions have been received from members of the public, councillors and partner organisations including the police, NHS and Merton Voluntary Service Council. Other issues of public concern have been identified through the Annual Residents Survey. Issues that have been raised repeatedly at Community Forums have also been included. The Scrutiny Team has consulted departmental management teams in order to identify forthcoming issues on which the Commission could contribute to the policymaking process.

3.2 A description of all the suggestions received is set out in Appendix 2.

3.3 The councillors who attended a “topic selection” workshop on 5 June 2018 discussed these suggestions. Suggestions were prioritised at the workshop using the criteria listed in Appendix 3. In particular, participants sought to identify issues that related to the Council’s strategic priorities or where there was underperformance; issues of public interest or concern and issues where scrutiny could make a difference.

3.4 A note of the workshop discussion relating to the remit of the Commission is set out in Appendix 4.

3.5 Appendix 1 contains a draft work programme that has been drawn up, taking the workshop discussion into account, for the consideration of the Commission. The Commission is requested to discuss this draft and agree any changes that it wishes to make.

- 3.6 The Commission is also requested to consider a late suggestion received from a local resident asking the Commission to receive an update on the customer contact programme. The Commission is asked to note that the customer contact programme has been extensively scrutinised in previous years and that a report on access to services through the council's website, a major plank of the customer contact programme, is scheduled in for 20 March 2019 in the draft work programme. The Commission may consider that this is sufficient or it may request a wider report or may refer this matter to the financial monitoring task group.
- 3.7 The resident has also requested that this question be asked on his behalf at the Commission's meeting on 17 July – *“Why has the Customer Contact Programme never been audited and when will it be audited against Internal Audit Strategy areas (Transformation, ICT and Information Governance, Contracts, Procurement and Major Projects) to identify corrective actions, in light of the continued delays and repeated failures to deliver the programme, systems and benefits?”* The Commission is asked to note that this matter has been raised as a freedom of information request and the head of Audit and Investigations has replied.

#### **4. Task group reviews**

- 4.1 The Commission is invited to select an issue for in-depth scrutiny and establish a task group in order to carry out the review. The task group will subsequently meet to scope the review and draft the terms of reference that will be reported back to the next Commission meeting for approval.
- 4.2 Possible topics identified at the June workshop for task group review are:  
Knife crime and gangs
- 4.3 Members who attended the scrutiny topic workshop agreed that when the Borough Commander attends the Commission meeting in September she should be questioned about what action is being taken to deal with knife crime and what progress has been made against the knife crime action plan. The Commission would then be able to decide whether it wishes to establish a task group to review this issue in more depth. Any such task group would be in conjunction with members of the Children and Young People Overview and Scrutiny Panel who have expressed an interest in working on youth violence.  
Council support to EU nationals
- 4.4 The topic workshop considered a late suggestion that the Commission should investigate how the council can support its residents from other EU countries during Brexit.
- 4.5 Members at the workshop asked the Head of Democracy Services to obtain further information so that the Commission could decide whether this would be appropriate for a task group or as an issue for pre-decision scrutiny prior to a report being taken to Cabinet when the government's proposals are known.
- 4.6 The 2011 census provides residents' country of birth. This shows that there were 18,690 EU nationals resident in Merton (9.3% of total resident population in 2011). This data is also available at ward level and shows a variation from 5.6 % in Lower Morden to 15.46% in Graveney ward.

4.7 The council's Equality and Community Cohesion Officer has recently attended an event organised by London Councils, hosted by the Greater London Authority, at which there were presentations from the Home Office about the implementation of the registration scheme and from the Migration Observatory to outline statistics and issues facing EU nationals, as well as information on the approach being taken by other London boroughs. This information could be provided in a report to the Commission or to a task group review.

## **5. Public involvement**

5.1 Scrutiny provides extensive opportunities for community involvement and democratic accountability. Engagement with service users and with the general public can help to improve the quality, legitimacy and long-term viability of recommendations made by the Commission.

5.2 Service users and the public bring different perspectives, experiences and solutions to scrutiny, particularly if "seldom heard" groups such as young people, disabled people, people from black and minority ethnic communities and people from lesbian gay bisexual and transgender communities are included.

5.3 This engagement will help the Commission to understand the service user's perspective on individual services and on co-ordination between services. Views can be heard directly through written or oral evidence or heard indirectly through making use of existing sources of information, for example from surveys. From time to time the Commission/Task Group may wish to carry out engagement activities of its own, by holding discussion groups or sending questionnaires on particular issues of interest.

5.4 Much can be learnt from best practice already developed in Merton and elsewhere. The Scrutiny Team will be able to help the Commission to identify the range of stakeholders from which it may wish to seek views and the best way to engage with particular groups within the community.

## **6. Training and visits**

### Training

6.1 The annual member survey (March 2018) asked what scrutiny related training and development opportunities councillors and co-opted members would like to have provided in the coming year.

6.2 A majority of respondents agreed that there was a need for training and development opportunities in each of the core areas specified in the questionnaire. These are listed below, together with proposals to address the training need:

- principles of effective scrutiny

This was covered by the "introduction to overview and scrutiny" training session on 15 May 2018, delivered as part of the induction programme for new councillors. The session was attended by 20 new councillors and their feedback indicated that they found it useful.

- questioning skills

A training session with an experienced external provider has been arranged for 16 October 2018

- how to monitor performance and interpret data

This will be addressed by each of the Overview and Scrutiny Panels as part of their 2018/19 work programmes.

- budget scrutiny

The Director of Corporate Services will provide a briefing prior to the November and January rounds of budget scrutiny meetings. Dates to follow.

- chairing and agenda management

A training session is planned for 8 May 2019 – this will be open to chairs, vice chairs and prospective chairs of all the council's committees

#### Visits

- 6.3 Commission members are asked to identify any visits that they would find helpful to provide a context for scrutinising service delivery or policy changes.

### **7. ALTERNATIVE OPTIONS**

- 7.1 A number of issues highlighted in this report recommend that Commission members take into account certain considerations when setting their work programme. The Overview and Scrutiny Commission is free to determine its work programme as it sees fit. Members may therefore choose to identify a work programme that does not take into account these considerations. This is not advised as ignoring the issues raised would either conflict with good practice and/or principles endorsed in the Review of Scrutiny, or could mean that adequate support would not be available to carry out the work identified for the work programme.

- 7.2 A range of suggestions from the public, partner organisations, officers and Members for inclusion in the scrutiny work programme are set out in the appendices, together with a suggested approach to determining which to include in the work programme. Members may choose to respond differently. However, in doing so, Members should be clear about expected outcomes, how realistic expectations are and the impact of their decision on their wider work programme and support time. Members are also free to incorporate into their work programme any other issues they think should be subject to scrutiny over the course of the year, with the same considerations in mind.

### **8. CONSULTATION UNDERTAKEN OR PROPOSED**

- 8.1 To assist Members to identify priorities for inclusion in the Commission's work programme, the Scrutiny Team has undertaken a campaign to gather suggestions for possible scrutiny reviews from a number of sources:
- a. Letter to partner organisations and to a range of local resident groups, voluntary and community organisations, including those involved in the Inter-Faith Forum and members of the Lesbian Gay and Transgender Forum;
  - b. Councillors have put forward suggestions by raising issues in scrutiny meetings and via the Overview and Scrutiny Member Survey 2018; and
  - c. Officers have been consulted via discussion at departmental management team meetings and through an item in the Staff Bulletin.



## **9. FINANCIAL, RESOURCE AND PROPERTY IMPLICATIONS**

- 9.1 There are none specific to this report. Scrutiny work involves consideration of the financial, resource and property issues relating to the topic being scrutinised. Furthermore, scrutiny work will also need to assess the implications of any recommendations made to Cabinet, including specific financial, resource and property implications.

## **10. LEGAL AND STATUTORY IMPLICATIONS**

- 10.1 Overview and scrutiny bodies operate within the provisions set out in the Local Government Act 2000, the Health and Social Care Act 2001 and the Local Government and Public Involvement in Health Act 2007.
- 10.2 Scrutiny work involves consideration of the legal and statutory issues relating to the topic being scrutinised. Furthermore, scrutiny work will also need to assess the implications of any recommendations made to Cabinet, including specific legal and statutory implications.

## **11. HUMAN RIGHTS, EQUALITIES AND COMMUNITY COHESION IMPLICATIONS**

- 11.1 It is a fundamental aim of the scrutiny process to ensure that there is full and equal access to the democratic process through public involvement and engagement. The reviews will involve work to consult local residents, community and voluntary sector groups, businesses, hard to reach groups, partner organisations etc and the views gathered will be fed into the review.
- 11.2 Scrutiny work involves consideration of the human rights, equalities and community cohesion issues relating to the topic being scrutinised. Furthermore, scrutiny work will also need to assess the implications of any recommendations made to Cabinet, including specific human rights, equalities and community cohesion implications.

## **12. CRIME AND DISORDER IMPLICATIONS**

- 12.1 In line with the requirements of the Crime and Disorder Act 1998 and the Police and Justice Act 2006, all Council departments must have regard to the impact of services on crime, including anti-social behaviour and drugs. Scrutiny review reports will therefore highlight any implications arising from the reviews relating to crime and disorder as necessary.

## **13. RISK MANAGEMENT AND HEALTH AND SAFETY IMPLICATIONS**

- 13.1 There are none specific to this report. Scrutiny work involves consideration of the risk management and health and safety issues relating to the topic being scrutinised. Furthermore, scrutiny work will also need to assess the implications of any recommendations made to Cabinet, including specific risk management and health and safety implications.

## **14. APPENDICES – THE FOLLOWING DOCUMENTS ARE TO BE PUBLISHED WITH THIS REPORT AND FORM PART OF THE REPORT**

- 14.1 Appendix 1 – Overview and Scrutiny Commission draft work programme 2018/19
- 14.2 Appendix 2 – Summary of topics relating to the Overview & Scrutiny Commission's remit suggested for inclusion in the scrutiny work programme
- 14.3 Appendix 3 – Selecting a Scrutiny Topic – criteria used at the workshop on 5 June 2018

14.4 Appendix 4 – Notes from discussion of topics relating to the remit of the Overview and Scrutiny Commission, Scrutiny Topic Selection Workshop on 5 June 2018

**15. BACKGROUND PAPERS**

15.1 None

**Draft work programme 2018/19****Meeting date – 17 July 2018**

<b>Item/Issue</b>
Leader and Chief Executive – vision, key priorities & challenges for 2018/9
Merton Partnership annual report
Analysis of annual members' scrutiny survey
Discussion of questions for the Borough Commander

**Meeting date – 19 September 2018**

Borough Commander – crime and policing in Merton
Safer Merton – update report
Recruitment and retention of teachers – Cabinet response and action plan

**Meeting date – 14 November 2018**

Target Operating Model (TOM)
Business rates retention
Budget scrutiny round 1

**Meeting date 23 January 2019 – scrutiny of the budget****Meeting date 20 March 2019**

Review of the overview and scrutiny function
General Data Protection Regulation (GDPR)
Access to services through the council's website
Recruitment and retention of teachers – action plan update
Discussion of questions for the Borough Commander

**Meeting date 24 April 2019**

Borough Commander – crime and policing in Merton
Travellers unauthorised encampment protocol
CCTV service update
Equality and Community Cohesion Strategy 2017-20 – action plan
Overview and scrutiny annual report

### **Description of topic suggestions received in relation to the remit of the Overview and Scrutiny Commission 2017/18**

The following topics were suggested by residents, local groups, councillors and officers, for consideration by the Overview and Scrutiny Commission, for their 2018/19 work programme.

#### **POLICING IN MERTON**

##### **Who suggested this issue?**

In previous years the Commission has received regular updates on crime and policing from the Borough Commander as a standing item. This has included the latest crime figures for Merton and comparative data for neighbouring boroughs.

Residents have suggested the following issues relating to policing:

- Burglaries – resident is concerned about the rise in the number of burglaries in Merton and the impact this has on residents not feeling safe in their own homes
- Community safety-resident is concerned about crowds and aggressive begging in Wimbledon station and the Broadway, including rowdy drunken people and a lack of community police patrols in the area. The resident wants Wimbledon Police Station to remain open

##### **Summary of the issue:**

The Mayor of London's Police and Crime Plan 2017 sets out the crime reduction strategy for London for the next four years. The Plan's five top priorities are:

- A better police service for London
- A better criminal justice service for London
- Keeping children and young people safe
- Tackling Violence Against Women and Girls
- Standing together against hatred and intolerance

All boroughs have high volume crime, anti social behaviour and high-harm crime as priorities. High-harm crimes are sexual violence, domestic abuse, child sexual exploitation, weapon-based crime and hate crime.

In addition, each borough has selected two local priority crimes, based on local knowledge, crime data and police intelligence. Merton's local priority crimes are burglary and theft of a motor vehicle.

In 2017/18, the Commission questioned the Borough Commander on two occasions, examining crime data in depth and asking questions about operational changes and how the new 4-borough Borough Command Unit would work. The Commission also sent a response to the MOPAC Public Access and Engagement Strategy in order to express its support for the retention of a front office in Wimbledon, agreeing the need to debate the best way to resource policing in the borough but questioning the wisdom of such large cuts to police budgets at a time of increasing terrorism and civil unrest.

##### **What could Scrutiny do?**

It is recommended that the Commission should continue to invite the Borough Commander to attend twice yearly. The issues that have been raised by residents should be included in the

questions put to him and the residents who made the suggestions should be invited to attend and contribute.

It is recommended that the impact of the four borough merger should be discussed with the Borough Commander later in the year once it has become fully operational.

## **SAFER MERTON**

### **Who suggested this issue?**

The Community Safety Manager has suggested that the Commission receive an update on the work of Safer Merton at the same meeting that the Borough Commander attends as the work of Safer Merton is delivered in partnership with the Police and other organisations. This update would include information on the work on anti-social behaviour, violence against women and girls and domestic violence.

### **Summary of the issue**

Safer Merton is responsible for developing and implementing strategies to reduce crime, anti-social behaviour and substance misuse in Merton. They work in partnership with the police, probation service, health agencies and other organisations as part of the Safer Merton partnership, aiming to reduce crime, fear of crime and to improve the quality of life in Merton.

#### Anti social behaviour

Anti-Social Behaviour (ASB) is a broad term used to describe the day-to-day incidents of crime, nuisance and disorder that makes many people's lives a misery – from litter and vandalism, to public drunkenness or aggressive dogs, to noisy or abusive neighbours.

The Anti-Social Behaviour, Police and Crime Act 2014 provided the council with new duties and responsibilities to tackle ASB, working co-operatively with the police, social landlords and other agencies.

#### Violence against women and girls

The Home Office define violence against women and girls (VAWG) as “any act of gender-based violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life”.

Merton's work on VAWG acknowledges and includes men and boys as victims as well as perpetrators. This is because, whilst VAWG crimes disproportionately affect females, men and boys, especially those with vulnerabilities, can also be victims of some of these crimes.

In Merton VAWG work is led by a partnership board that develop and deliver a four year strategic work plan. The Overview and Scrutiny Commission last had a report on this work in July 2017.

#### Domestic violence and abuse

Domestic violence is defined as any incident(s) of threatening behaviour, violence or abuse between those aged 16 or over who are or have been intimate partners or family members, regardless of gender or sexuality. It includes 'honour' based violence, female genital mutilation and forced marriage.

People who are at risk from future harm from domestic violence may be referred to a domestic violence multi-agency risk assessment conference (MARAC) that will draw up an action plan to help manage the risk.

The Commission last had an update on the incidence of domestic violence and MARAC work in July 2017. It also heard from the Manager of the Merton Refuge and subsequently carried out a visit to the Refuge to talk to the women and children resident there.

### **What could scrutiny do?**

It is recommended that the commission receive an update on the work of Safer Merton. As this work relies on partners, including the police, it is recommended that this report should coincide with the next meeting attended by the Police Borough Commander.

The update could also include a progress report from the Community Safety Manager on his work on the newly formed MOPAC Victims Board. His role on the Board is to represent local authorities as well as all 32 Community Safety Partnerships. By working with the Board, Merton will be able to shape the early intervention offer which councils can offer victims of crime in the earlier stages i.e. when they're victims of matters such as ASB, low level harassment etc. The role positions Merton favourably to assist influencing real change for all of London's residents and victims of crime

## **KNIFE CRIME AND GANGS**

### **Who suggested this issue?**

The Community Safety Manager suggested that the Commission could review the Police's four borough knife crime strategy to identify the impact of this in Merton.

### **Summary of the issue**

The crime figures produced by the Metropolitan Police include information on knife crime. In the 12 month period ending 1 March 2018, there were a total of 187 knife crime offences recorded, this compares to 173 in the previous 12 months. Figures for neighbouring boroughs for the 12 months ending 1 March 2018 were 624 in Croydon, 85 in Kingston, 130 in Richmond and 204 in Sutton.

The knife crime action plan has three strands of work – to increase protection against knife crime, to reduce the impact of knife crime and to disrupt and prosecute the perpetrators.

### **What could scrutiny do?**

Next time the Borough Commander attends a meeting of the Commission he could be questioned about what action is being taken to deal with knife crime and what progress has been made against the action plan.

Alternatively, the Commission could establish a task group borough-wide review of knife crime and gangs. These are complex issues that cut across the remit of the Children and Young People Overview and Scrutiny Panel as well as the Commission and so a joint task group would be appropriate.

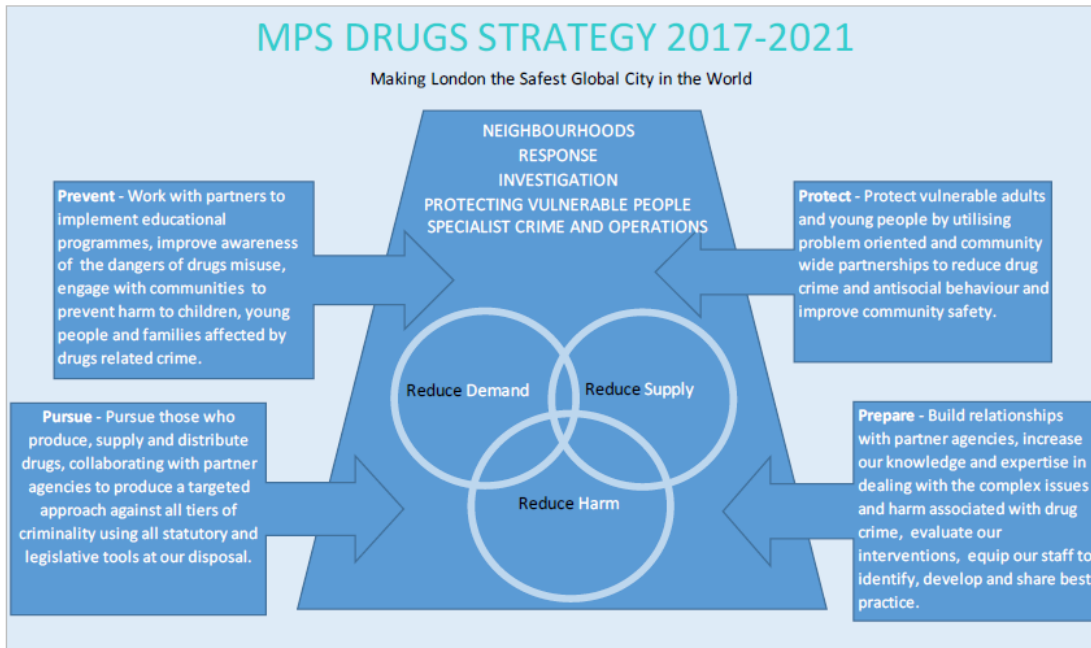
## **DRUGS STRATEGY**

## Who suggested this issue?

The Community Safety Manager suggested that the Commission could review the impact that the Metropolitan Police Service's drug strategy is having in Merton and to provide an input to the four borough drug strategy due to be drafted this summer.

## Summary of the issue

The MPS drug strategy has three strands of work, set out pictorially below:



## What could Scrutiny do?

It is recommended that the Commission receive a draft of the four borough drug strategy at a point in time when it is possible to make a meaningful contribution to its development.

## **CCTV**

### **Who suggested this issue?**

The Community Safety Manager has suggested that it would be timely to provide an update on the CCTV service later this year.

### **Summary of the issue**

CCTV in Merton is a staffed service run by the Parking Service within the Department of Environment and Regeneration, led from a secure control room. The cameras are run solely by the council, but often the council will work with partner organisations such as the police to provide footage of criminal activity.

Direct links are live between the CCTV Control Room and the borough police operations room. Police officers are contactable by radio, and town centre shops are part of the Retail Radio Scheme, which means they can be alerted to any criminal activity.

CCTV staff support the monitoring of criminals through RIPA legislation and can identify known offenders if needed as well as locating lost and vulnerable individuals.

Nationally CCTV is a politically sensitive issue, with civil liberties organisations such as Liberty and Big Brother Watch leading campaigns centred on people's right to privacy.

### **What could Scrutiny do?**

The CCTV strategy has previously been scrutinised by the Commission in 2016-17.

It would be timely to review the CCTV service later in 2018 as the management of the CCTV service will return to Safer Merton on 1 July. Also, a review of CCTV provision and operation in Merton is due to take place in Autumn 2018 and the results of a Londonwide review undertaken by Capita on behalf of MOPAC are expected in the near future.

Scrutiny of the service will need to consider residents' fear of crime and the role of CCTV for our residents in relation to the need for the council to meet savings targets.

## **TRAVELLERS UNAUTHORISED ENCAMPMENT PROTOCOL**

### **Who suggested this issue?**

A councillor suggested that the Commission should review what action was taken by the council and its partners in relation to recent unauthorised encampments in the borough.

### **Summary of the issue**

A joint protocol agreement was agreed between the Police and the Council in 2010 and is published on the council's website.

The protocol outlines the policy and operational response to unlawful encampments within the borough. It acknowledges the status and rights of Romany Gypsies and Irish Travellers as distinct ethnic groups and the Council's duty under the Race Relations Amendment Act to positively promote good race relations. The protocol complies with the Human Rights Act, the Disability Discrimination Act and the Children's Act.

Each case of unauthorised encampment is individually considered on its merits, before any decision on police response is made. This includes an evaluation of the impact any decisions may have upon any children or young people present and



what action needs to be taken to promote their welfare.

### **What could scrutiny do?**

The Commission last looked at this issue in 2009/10 in response to concerns raised by a ward councillor relating to an unauthorised encampment in 2009. Much of the discussion, and the recommendations, related to communication with residents – one of the councillor’s principal concerns was the way in which the council had communicated with local people while the encampment was in place. The meeting resulted in specific recommendations being made to strengthen the protocol for multi-agency working and a commitment to review a redrafted protocol.

The Commission then discussed the draft protocol in March 2010, recommended a number of changes to be incorporated, recommended that funding is made available for security measures at vulnerable sites; and requested that further reviews of the protocol (expected annually) be sent to members of the Commission for their individual comments. No reviews have been circulated to Commission members.

If members agree that this is a priority area for review, it is recommended that the Commission should receive a report setting out the response to recent encampments and the timeline for review of the protocol. The Commission could also take evidence from residents affected by recent encampments.

## **MONITORING THE EQUALITY AND COMMUNITY COHESION STRATEGY ACTION PLAN 2017-21**

### **Who suggested this issue?**

For many years this has been a standing item whereby the Commission receives an annual update on the Equality and Community Strategy Action Plan, which sets out the actions the council will take to meet the equality priorities both corporately and departmentally. Each time the strategy has been reviewed, the Commission has received a draft so that its comments and recommendations could be included in the final strategy.

### **Summary of the issue:**

The Equality Act 2010 introduced the Public Sector Equality Duty (PSED) which requires the local authority, when exercising its functions, to have due regard to the need to eliminate discrimination, harassment and victimisation and to advance equality of opportunity and foster good relations between persons who share a “protected characteristic” and those who do not. The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

The Equality Act 2010 also requires the council to publish equality objectives every four years to demonstrate how it will meet the PSED. The equality strategy outlines the Council’s ‘equality objectives and is delivered through an action plan setting out actions to address the six themes within the strategy.

### **What could scrutiny do?**

It is recommended that the Commission should receive a progress report so that it can scrutinise the implementation of the action plan at its meeting in March 2019.

## **GENERAL DATA PROTECTION REGULATION (GDPR)**

### **Who suggested this issue?**

The Corporate Services Departmental Management Team suggested that the Commission would find a briefing useful in order to inform Members of the requirements of the legislation and the action taken by the council to comply with this.

### **Summary of the issue**

The General Data Protection Regulation (GDPR) and the Data Protection Act 2018 is new legislation which will replace the 1998 Data Protection Act (DPA), on 25 May 2018.

GDPR and the Data Protection Act 2018 is designed to build on the existing requirements of the DPA, with an increased focus on transparency; evidencing how organisations use and share information; and the measures taken to do this fairly and lawfully.

The council has an action plan in place to demonstrate how it will become compliant and ensure continuing compliance.

### **What could scrutiny do?**

The Commission could receive a briefing that would set out the requirements of GDPR, what the new provisions are and what steps the council has taken to ensure that it is compliant. This would include the use of personal information, privacy notices, the “right to be forgotten” and the circumstances in which this applies.

## **TARGET OPERATING MODEL (TOM)**

### **Who suggested this issue?**

The Corporate Services Departmental Management Team suggested that the Commission would find a briefing useful in order to develop its understanding of the target operating model approach and the expectations for improving service delivery.

### **Summary of the issue**

The council has used the development of series of strategy documents known as Target Operating Models (TOMs) to plan for service improvement and development. These provide a consistent framework for each service to articulate how it envisages the service operating at a future point in time – the organisation usually uses a 5-year horizon but updates these every two years.

The framework requires services to think about their services from a number of different dimensions to ensure they take an holistic view of how they will shape improvement. These are – customers, channels, services, organisation, processes, information, technology, physical location and people. The council has used the TOMs as a key way of encouraging service managers to consider, evaluate and plan for different ways of providing services.

Each departments must produce at least one TOM to cover their services, although some departments choose to produce TOMs at the division or service level instead.

Draft TOMS were prepared in Spring 2018; the final documents are anticipated in late Summer 2018.

### **What could scrutiny do?**

The Commission could request a briefing that would provide an overview of the target operating model process, some of the key themes emerging and the skills and development senior management will need to successfully deliver the TOMs.

## **CONSULTATION**

### **Who suggested this issue?**

A councillor has suggested that public engagement and consultation, including via digital means, should be scrutinised because the councillor's view is that some departments are very poor at this.

### **Summary of the issue**

In March 2017 the Commission received a report on consultation and community engagement in response to a request made at Council on 23 November 2016. This report provided information on Merton Partnership's community engagement strategy, the online consultation hub, residents survey, community forums and the e-petition system.

### **What could scrutiny do?**

The Commission could receive an update on consultation and public engagement with specific reference to digital means if members thought that this should be a priority for inclusion in the Commission's 2018/19 work programme.

## **PARTNERSHIP WORKING**

### **Who suggested this issue?**

A former councillor has suggested that scrutiny could do a piece of policy development work to assist the council to formulate an overarching set of policy principles to guide the selection of potential partners so that the council did not partner with organisations that would be detrimental to policies agreed by the council, for example the food policy action plan. This would involve drawing up a statement of the council's values and a set of principles for any partnership working or funding by the council.

### **What could scrutiny do?**

The Commission could establish a task group to work on this issue if members thought it should be a priority area of work for 2018/19.

## **ROAD SAFETY AND SCHOOLS**

### **Who suggested this issue?**

Two school governors and a resident have asked scrutiny to review the safety of pupils crossing roads whilst walking to and from school. Specific concerns were raised in relation to individual schools. A 20 MPH borough wide scheme was suggested as a means of addressing this issue.

### **Summary of the issue**

The council's Traffic and Highways Team, in partnership with Transport for London, work to improve road safety in the vicinity of schools.

### **What could scrutiny do?**

The Commission could receive a report setting out the council's prioritisation model and its rolling programme of road safety schemes outside schools. This could include information on the approach being taken to the adoption of 20MPH schemes in the borough.

If the Commission wished to explore this further it could establish a task group to look at examples of best practice in the vicinity of schools in Merton and elsewhere and make recommendations to embed this across the borough. It could also examine the effectiveness of 20MPH zones elsewhere and the advantages and challenges that would be posed by the adoption of a borough wide 20MPH zone.

## **REVIEW OF THE OVERVIEW AND SCRUTINY FUNCTION**

### **Who suggested this issue?**

The Overview and Scrutiny Commission agreed at its meeting on 21 March 2018 to refer the matter to the incoming Commission.

### **Summary of the issue**

In December 2017 the Communities and Local Government Select Committee published a report entitled "effectiveness of local authority overview and scrutiny committees". This is the first national assessment in many years to consider how scrutiny committees operate. The report looks at why scrutiny is important and the role it should play in local authorities.

The report contains a number of recommendations to strengthen the scrutiny function, enhance its independence and legitimacy, improve transparency and public involvement and consider the allocation of resources allocated to overview and scrutiny.

### **What could scrutiny do?**

The Commission discussed the report at its meeting in March 2018 and agreed that it would like to use the Select Committee report and recommendations as an opportunity to review how scrutiny operates in Merton. Members also wished the review to consider whether to recommend the replacement of the cabinet and scrutiny model with a committee structure.

If members agree to prioritise this work, it is recommended the work should be carried out through the establishment of a task group review.

## **BUDGET SCRUTINY**

The Overview and Scrutiny Commission has a constitutional duty to coordinate the scrutiny responses on the business plan and budget formulation.

Budget scrutiny includes consideration of the revenue and capital budgets, the Medium Term Financial Strategy, savings and growth proposals and the Treasury Management Strategy. Contextual information, such as service plans and equality impact assessments, are provided alongside savings proposals.

It is recommended that, as in previous years, the Commission should put aside some time in its meeting in November and prepare to devote the whole of its January meeting to budget scrutiny.

The Chief Executive Officer of Merton Centre for Independent Living has expressed an interest in working with the Commission to explore how to make budget-setting and the MTFs more accessible and based on consultation. If the Commission wished to take this further, it is suggested that initial work could be carried out by the financial monitoring task group (if one is set up) in order to identify the parameters and scope of the exercise.

## **FINANCIAL MONITORING**

### **Summary of the issue**

In previous years the Commission has established a financial monitoring task group in order to scrutinise the quarterly financial monitoring reports and related work delegated to it by the Commission. As with all task groups, recommendations must be endorsed first by the Commission before being forwarded to Cabinet for consideration.

The financial monitoring task group has also carried out in-depth work (“deep dives”) on a small number of service areas. In 2017/18 it examined asset management, the Wimbledon tennis championship, the council’s approach to commercialisation, and the service and financial position of the council’s CHAS company.

The financial monitoring task group has suggested the following areas for review in 2018/19 (these could be carried out by the task group or by the Commission itself):

- update on Phase C costs and savings - this should include a statement from partner boroughs on whether their predicted savings are being realised.
- review of the treasury management strategy
- review of the capital programme - this should include information on the principles behind which items are capitalised and plans for future capital spend.
- review of the council’s progress in adopting commercial best practice as an item for its 2018/19 work programme.

The Corporate Services Departmental Management Team has also suggested the client financial affairs service as an area to review with a view to exploring the scope for savings.

### **What could scrutiny do?**

Members are asked to decide whether they wish to re-establish a financial monitoring task group for 2018/19 or whether this function should be carried out at meetings of the Commission.

## **BUSINESS RATE RETENTION**

### **Who suggested this issue?**

The Corporate Services Departmental Management Team suggested that the Commission could receive an update on the Londonwide business rate retention pilot and consider the financial implications for the council’s medium term financial strategy.

### **Summary of the issue**

In October 2015, the Government announced its intention that proposals whereby local authorities will be able to keep 100 per cent of the business rates they raise locally - a fundamental change to in the way local government is financed.

A number of pilots have been set up from 2017/18, including one with all London authorities from 2018/19, to trial the principles of 100% retention and will see RSG (and rural services grants in two tier areas) given up for higher retained business rates. The 2018/19 settlement

consultation also commits the Government to continue to pilot future reform of the system in 2019- 20, with further details to be provided in 2018.

The Provisional Settlement also included an announcement that the government intends to move to a system of 75% business rates retention across local government in 2020-21. This will coincide with the start of the new funding baselines that the Fair Funding Review will establish (a consultation on that was been also published on 19 December 2017). This will include rolling in RSG, Rural Services Grant, GLA Transport Grant and Public Health Grant into Business Rate Retention, but did not mention any transfer of any other new responsibilities/grants.

### **What could scrutiny do?**

The Commission could receive a report, either separately or as part of the business plan report in November, on the government's proposals, the operation of the pilot and what the implications would be for the council's medium term financial strategy. Alternatively, the Commission could delegate consideration of this issue to the financial monitoring task group.

## **FOLLOW UP ON PREVIOUS SCRUTINY TASK GROUP REVIEWS:**

### **Recruitment and retention of teachers in Merton**

The report of this task group review will be considered by Cabinet at its meeting on 25 June 2018. Cabinet will be asked to provide a formal response to the Commission within two months.

A further report will be sought by the Commission six months after the Cabinet response has been received, giving an update on progress with implementation of the recommendations.

## **ANNUAL REPORTS RECEIVED BY THE COMMISSION IN PAST YEARS:**

- Analysis of Members' survey – an annual survey of all councillors and co-opted members to collect views about how scrutiny is working and how it can be improved. The survey also evaluates satisfaction with the scrutiny function as a whole and with the different workstreams that make up overview and scrutiny. This will be reported to the Commission at its meeting on 6 July 2017
- Overview and Scrutiny annual report – the council's constitution requires the Commission to submit to Council an annual report outlining the work of the overview and scrutiny function over the course of the municipal year. This report is drafted by the scrutiny team in conjunction with the scrutiny chairs and is brought to the Commission in March/April each year for approval prior to submission to Council in July.

### Selecting a Scrutiny Topic – criteria used at the workshop on 5 June 2018

The purpose of the workshop is to identify priority issues for consideration as agenda items or in-depth reviews by the Scrutiny Commission. The final decision on this will then be made by the Commission at their first meeting.

All the issues that have been suggested to date by councillors, officers, partner organisations and residents are outlined in the supporting papers.

Further suggestions may emerge from discussion at the workshop.

Points to consider when selecting a topic:

- Is the issue strategic, significant and specific?
- Is it an area of underperformance?
- Will the scrutiny activity add value to the Council's and/or its partners' overall performance?
- Is it likely to lead to effective, tangible outcomes?
- Is it an issue of community concern and will it engage the public?
- Does this issue have a potential impact for one or more section(s) of the population?
- Will this work duplicate other work already underway, planned or done recently?
- Is it an issue of concern to partners and stakeholders?
- Are there adequate resources available to do the activity well?



## **Note of the Overview and Scrutiny Commission topic selection meeting on 5 June 2018**

### **Attendees:**

Councillors Peter Southgate (Chair), Laxmi Attawar, John Dehaney, Daniel Holden, Sally Kenny, Paul Kohler, Rebecca Lanning, Russell Makin, Simon McGrath, Oonagh Moulton, Owen Pritchard and Marsie Skeete,  
Caroline Holland, Director of Corporate Services  
Chris Lee, Director of Environment and Regeneration  
Neil Thurlow, Community Safety Manager  
Cathryn James, Interim Assistant Director of Public Protection  
Julia Regan, Head of Democracy Services (note taker)

### **Policing in Merton**

#### **AGREED:**

- to continue to invite the Borough Commander to attend twice yearly to provide a regular update on crime and policing, including the provision of the latest crime figures for Merton and comparative data for neighbouring boroughs.
- Commission members will continue to outline questions at the meeting prior to that attended by the Borough Commander so that these could be sent and responses included in the agenda for the meeting.
- Commission members to develop a thematic basis to the questions so that an issue could be pursued in depth (eg anti social behaviour, CCTV, knife crime...).
- All councillors to be invited to contribute questions.

#### **ACTION:**

- the Chair and Head of Democracy Services should meet with the BOCU Sally Benatar to ensure that an officer of the appropriate level of seniority attends the Commission meetings.
- Community Safety Manager to provide police structure chart so that the appropriate person could be invited when particular theme is due to be discussed.

### **Safer Merton**

#### **AGREED:**

- to receive an update on the work of Safer Merton at the same meeting that the Borough Commander attends
- that this update should include information on restorative justice
- that Commission members should be able to indicate in advance which issues they are interested in – suggested having an in-depth report on one issue and a brief update on the others

#### **ACTION:**

- Head of Democracy Services to send new Commission members a link to previous reports from Safer Merton so they can familiarise themselves with the background to issues for 2018/19

### **Knife crime and gangs**

AGREED that members would question the Borough Commander about what action is being taken to deal with knife crime and what progress has been made against the knife crime action plan. The Commission would then be able to decide whether it wishes to establish a task group

to review this issue- any such task group would be in conjunction with members of the Children and Young People Overview and Scrutiny Panel who have expressed an interest in working on youth violence.

### **Drugs strategy**

AGREED to take this as an item for pre-decision scrutiny so that the commission could make a meaningful contribution to the development of the drugs strategy (timeline to be confirmed). Members expressed interest in exploring how the drugs strategy fits in relation to other strands of work such as knife crime and anti social behaviour, where the hotspots are and what is being done on prevention and early intervention.

### **CCTV**

AGREED to receive an update on the CCTV service later in the year (Community Safety Manager to advise on the timeline)

**ACTION:** Head of Democracy Services to work with Community Safety Manager to arrange for members of the Commission to visit the CCTV control room

### **Travellers unauthorised encampment protocol**

AGREED to receive a report on arrangements under the current protocol and how the council and its partners could respond to the recommendations in the report shortly expected from government. This report should include information on arrangements for welfare checks as well as enforcement action plus detail of costs incurred (serving notice and cleaning up afterwards). Members suggested that it would be useful to include a case study of one encampment, setting out what happened, how the various authorities worked together and what can be learned from the experience.

### **Equality and Community Cohesion Strategy**

AGREED to receive an annual progress report on implementation of the action plan for the Equality and Community Cohesion Strategy (at meeting in March 2019). This should also address Councillor Bailey's suggestion that the Commission should review the council's strategy on diversity to develop a strong vision for a more open, tolerant and united Merton.

### **General Data Protection Regulation (GDPR)**

AGREED to receive a briefing that would set out the requirements of GDPR, what the new provisions are and what steps the council has taken to ensure that it is compliant. This would include the use of personal information, privacy notices and the "right to be forgotten".

### **Target Operating Model (TOM)**

AGREED to receive a briefing to provide an overview of the TOM process, some of the key themes emerging and the skills and development senior management will need to successfully deliver the TOMs. This should be received at the November meeting and linked to the budget setting process.

### **Consultation**

AGREED that this was not a priority for inclusion in the 2018/19 work programme as the Commission had received a thorough report on these issues in March 2017.

### **Partnership working**

AGREED that this was not a priority for inclusion in the 2018/19 work programme as much of the work suggested is being done through other means.

### **Road safety and schools**

Members discussed the suggestion and agreed that their concerns were primarily to do with safety in the immediate vicinity of schools rather than with 20 MPH zones more generally. They noted that ward councillors are already involved in road safety issues relating to schools in their wards and so were unsure as to what scrutiny could achieve in addition to what is already being done, other than encouraging a more co-ordinated approach across the borough.

Members noted that the Children and Young People Overview and Scrutiny Panel would be considering school travel plans as a potential issue for a task group review.

AGREED that this was not a priority for inclusion in the Commission's work programme but, if the Children and Young People O&S Panel established a task group on school travel plans, then some members of the Commission may be interested in joining this.

### **Review of the overview and scrutiny function**

AGREED:

- to take a report later in the year on the recommendations of the Communities and Local Government Select Committee so that these could be used as an opportunity to improve the effectiveness of the scrutiny function in Merton.
- that a review to consider whether to recommend the replacement of the cabinet and scrutiny model with a committee structure was not a priority for inclusion in the Commission's 2018/19 work programme.

### **Budget scrutiny**

AGREED that the Commission should continue to put time aside at its November meeting and devote the whole of its January meeting to budget scrutiny. Noted that the Director of Corporate Services would be providing a briefing session to which all councillors would be invited prior to each round of budget scrutiny.

### **Financial Monitoring**

AGREED that the Commission should re-establish the financial monitoring task group and ask it to continue to carry out in-depth work ("deep dives") on a small number of service areas as well as continuing to receive quarterly financial monitoring reports.

ACTION: Head of Democracy Services to identify meeting dates

### **Business rate retention**

AGREED to receive a report at the budget scrutiny meeting in November on the government's proposals, the operation of the pilot and what the implications would be for the council's medium term financial strategy.

### **Access to council services through the website**

This was a suggestion laid round at the meeting. Councillor Quilliam suggested that the Commission should investigate how the council's website can be made easier to use by residents.

There was general agreement that residents are finding the website difficult to navigate and to use for tasks such as reporting missed bin collections and purchasing parking permits. Members were concerned that this might be leading to under-reporting of problems.

The Director of Corporate Services accepted that the website was not functioning at the level that the council had envisaged at present but that, due to contractual negotiations, there was limited scope for change at present. The council has various feedback mechanisms and is making changes wherever it can.

AGREED:

- to receive a report on the current and planned status of the website
- to seek resident views prior to report being written so that officers can respond to these within the report

### **Council support to EU nationals**

This was a suggestion laid round at the meeting. Councillor McGrath suggested that the Commission should investigate how the council can support its residents from other EU countries during Brexit.

AGREED to ask the Head of Democracy Services to obtain further information so that the Commission could decide whether this would be appropriate for a task group or as an issue for pre-decision scrutiny prior to a report being taken to Cabinet when the government's proposals are known.

ACTION: Head of Democracy Services to :

- get background data on number and location of EU nationals resident in the borough
- find out what other boroughs are doing in preparation for Brexit

### **Recruitment and retention of teachers in Merton**

AGREED to receive Cabinet's response to this scrutiny task group review and to monitor implementation of the recommendations.

### **Annual reports**

AGREED that the Commission should continue to receive the analysis of the Members' survey and the Overview and Scrutiny Annual Report.