

North Somerset Council

Report to Council

Date of Meeting: 22 September 2020

Subject of Report: Policy and Scrutiny Panel Report

Town or Parish: N/A

Officer/Member Presenting: Councillors Mark Crosby, Wendy Griggs, Geoff Richardson, John Crockford-Hawley and Steve Bridger

Key Decision: No

Reason: Report for consideration

Recommendations

That Councillors receive and consider the report from the Chairman of the Adult Services and Housing Policy and Scrutiny Panel (ASH), the Chairman of the Children and Young People's Policy and Scrutiny Panel (CYPS), the Vice-Chairman of the Health Overview and Scrutiny Panel (HOSP), the Chairman of the Strategic Planning, Economic Development and Regeneration Policy and Scrutiny Panel (SPEDR), and the Chairman of the Community and Corporate Organisation Policy and Scrutiny Panel (CCO).

1. Summary of Report

This report provides comment from the Chairmen of Policy and Scrutiny Panels, highlighting:

- a) key areas that the Panels have focused on for the current municipal year;
- b) on-going issues progressing into the next municipal year.

2. Policy

The Corporate Plan sets out the Council's vision for: *an open, fairer, greener North Somerset*. Scrutiny Panels have an integral role in the delivery of the Council's aims and priorities by engaging with the development of policy, monitoring performance and holding decision makers to account.

3. Details

3.1 Adult Services Policy and Scrutiny Panel

- 3.1.1 As we moved towards the end of the municipal year in early 2020, the impacts of the gathering Covid-19 crisis became increasingly evident. Directorate staff were under immense pressure due to the epidemic and the late February Panel meeting was initially postponed and subsequently cancelled.

On the 11 May, at around the time the crisis was beginning to 'stabilise', the Panel met informally to discuss COVID-19's emerging legacy. This was an opportunity to take stock of a range of core issues that would guide and inform future progress. It was also the first time that a Panel had met 'virtually' using the MS Teams virtual meetings platform.

It was clear that that the Panel was going to have to completely rethink its work plan.

In preparing that plan, the Panel has sought to understand that it had to be one that properly recognises and encompasses the extraordinary challenges presented by the pandemic - not just with respect to the immediate past - but in also facing a likely '2nd wave' in the near future.

What is also apparent is the breadth and scale of impact that the pandemic is having on other NSC services and the need for scrutiny panels to work more closely on cross-panel projects.

Work on preparing that programme and plan structure is underway and the Panel is keen to progress an approach that enhances its understanding of the issues, concerns and opportunities that officers and other support-providers have encountered in managing Covid's challenges.

However, it also recognises the considerable additional strain that the pandemic has imposed on individual and departmental workloads; and the need for an objective and sensitive approach towards existing workloads.

For example, the recently formed Housing Issues Standing Group has been created in order to provide officers with access to an accessible and flexible group of Members able to respond quickly and effectively to housing-related issues. The Housing for Older & Vulnerable Care task and finish group was formed in order to provide a timely contribution to the emerging Local Plan - particularly in the face of current interest in more older and vulnerable people being cared-for at home.

Covid's impact, particularly on unpaid carers, is also an increasing cause for concern and a current point of discussion with officers and external service providers about its potential inclusion in the work programme.

Whatever the 'Post-Covid future' is - the present demands that we must explore and try to better understand on behalf of the people we represent what recovery looks like.

That includes clearly recognising the increasing inter-relationship between health, social care and community services and the need for greater inter-play and partnership between panels.

The Panel held its first meeting of the new administration on 27 June 2019 followed by a meeting on 4 November 2019, and in the 2020/21 Municipal year, 25 July 2020 (virtual meeting using Microsoft Teams). The next scheduled meeting is due to take place on 5 November 2020. The Panel has also arranged and hosted briefing sessions for issues of interest to the Panel and, on occasions to all Members. Further information on all these work areas is as follows:

Panel Meetings

- 3.1.2 27 June 2019 – The agenda for this meeting included: an item on private rented sector conditions (outlining the rationale for the Council's decision to take an Area Action approach to the regulation of the sector within a defined area in Weston-super-Mare and progress on implementation); A presentation on the Blue Badges scheme – to highlight changes in national guidance and discuss how Members might engage with officers as implications were assessed; and an update on the transformation of Adults support & safeguarding and Commissioning
- 3.1.3 4 November 2019 – The agenda for this meeting included: a review of Older Persons' accommodation and Planning, following which it was agreed that consideration be given to establishing a working group to investigate this issue further; an update on domiciliary care capacity; and an overview of some of the technological innovations being developed and implemented by the Council in North Somerset care homes. It was agreed that a site visit be arranged at Sycamore Lodge Care Home to see the technology in practice.
- 3.1.4 25 July 2020 – Under the Work Plan item on the agenda, it was agreed that a further informal meeting of the Panel be arranged to revise the work plan in light of Covid-19. The meeting also covered reviews of the service response to Covid-19 in respect of Hospital discharges, commissioning and homelessness;

Workshops and briefing sessions

- 3.1.5 2 September 2019 - The Panel hosted an all-Councillors briefing on the Blue Badge scheme and the implications for the Council of new Government guidance on the application of the scheme.
- 3.1.6 14 November 2019 – the Panel received a briefing on the Council's consultation feedback to the draft Preventing Homelessness and Rough Sleeping Strategy 2019-24. It was agreed that the following issues raised by the Panel would be addressed in the development of the finalised strategy:
- What was needed to change “donations behaviour”?
 - How to address repeat or intentional homelessness?
 - Who took the rough sleeping counts?
 - The need for a “night shelter”.
- 3.1.7 23 January 2020 – as a precursor to establishing a working group, Members met in a fact-finding meeting with planning policy and social care officers consider the planning context for the provision of “care” accommodation for frail and elderly residents.
- 3.1.8 27 February 2020 – the Panel received a briefing on the Council's policy and approach to tackling homelessness in the district and its Homechoice scheme.
- 3.1.9 11 May 2020 – the Panel met informally to receive a briefing from Officers on how the service was addressing significant challenges during the Covid-19 crisis and implications for the future.

3.2 Children and Young People's Policy and Scrutiny Panel

- 3.2.1 The CYPS Panel held its first meeting of the new administration on 20 June 2019 followed by meetings on 24 October 2019, 5 March 2020 and in the 2020/21 Municipal Year 18 June 2020 (virtual meeting by Microsoft Teams). The next scheduled meeting is due to take place on 29 October 2020.

The Panel has arranged and hosted briefing sessions to which all Members have been invited and will continue to host these for issues that reach across the Council and would be of interest to all Members. The Panel's scrutiny steering groups have also identified some key areas for further investigation. Further information on all of these work areas is as follows:

Panel meetings

- 3.2.2 **20 June 2019** – Panel members received an introductory overview into policy and scrutiny including the remit of the Panel (schools, central education support, early years, youth service, children's services, finance) and the variety of ways in which services and issues could be reviewed. Members considered reports on Baytree Special School Expansion, New Safeguarding Children Partnership Arrangements, Education Commissioning Strategy – Review of Actions from the 2018-21 Strategy, Children's Services Budget Monitor, Performance Monitoring and the Annual Directorate Statement and Work Plan.

A discussion took place on topics to be included in the work plan including child sexual exploitation (steering group); special educational needs (SEN). It was suggested it would be useful for the Panel to have further information on the intersection of looked after children in residential care, child sexual exploitation and high impact families.

- 3.2.3 **24 October 2019** – Along with the standing agenda items (including Children's Services Budget Monitor, Performance Monitoring Report and Work Plan) Panel members received a referral from Council 24 September 2020 at which they received and commented on the National Residential Contract for the Placement of Children in Children's Homes. Reports were submitted on the Independent Safeguarding and Reviewing (ISRO's) Report, Draft Childcare Sufficiency Assessment, Turning the Tide Edge of Care Service and the Special Educational Needs and Disability (SEND) Implementation Update.
- 3.2.4 **5 March 2020** – Panel members received a referral from the Children's Champions Group and reports on North Somerset Fostering Recruitment Strategy 2019-20; Update on Progress to-date in Delivering the Education Commissioning Strategy. Under the work plan Members' attention was drawn to the fact that there were long standing vacancies in added member representation of the CYPS Panel. Members discussed future topics for the work plan and suggested that youth services and youth engagement should be added.
- 3.2.5 **18 June 2020** – Panel members met for their first virtual meeting by Microsoft Teams and received reports on the Ofsted Report of the Local Authority which took place between 24 February and 12 March 2020; SEND Strategy and Action Plan. Under the work plan Members were asked to note that a pre-COVID Plan was being presented which clearly needed to be reviewed in this very different evolving

landscape. Although there was insufficient time at the meeting for detailed discussion Members were asked to focus on which, if any, of the previous working groups would need to be captured and overarching short/medium term priorities. A request was made for Panel members to consider areas of future work to be included on the Work Plan.

CYPS-led briefing sessions

- 3.2.6 On 19 September 2019 the CYPS Panel via the School Organisation Scrutiny Steering Group hosted an all member briefing session on the decision process for school expansions.

Members of the Panel were informed that the Local Authority was the decision-maker in all maintained school cases except where the proposal was 'related' to another proposal that must be decided by the Schools Adjudicator. When making significant changes (prescribed alterations) to maintained schools Members of the Panel received clarification that decision makers needed to be satisfied that: appropriate and fair open local consultations had taken place; full consideration was given to all responses received; that the greatest weight to responses was given to those most affected by the proposals (especially parents of children at the affected school); decisions must be made within a period of 2 months of the end of the 'representation period' – the Public Notice ending. If not, they must be referred to the Schools Adjudicator.

- 3.2.7 On 7 October 2019 the Panel hosted a briefing session for CYPS and Adult Services and Housing Policy and Scrutiny (ASH) Panel members on the Intersection of Looked after Children in Residential Care, Child Sexual Exploitation and High Impact Families. The Assistant Director, Children's Services Support and Safeguarding and the Operational Manager, Impact/High Impact Families providing a very interesting and informative briefing.

A child who had been in the care of their local authority for more than 24 hours was known as a looked after child. Looked after children were also often referred to as children in care, a term which many children and young people preferred. In general, looked after children were living with foster parents; living in residential children's homes or living in residential settings like schools or secure units. Members asked what safeguarding measures were in place in schools. Teachers were provided with safeguarding training and all schools had a safeguarding lead who was provided with a greater level of training. All schools were aware of who their children in care were.

Members noted, with interest, that the High Impact Families Programme's aims included achieving significant and sustained progress with up to 40,000 families across the country with multiple problems by 2020; making work an ambition for all troubled families; transforming the way that public services worked with families using a 'whole family approach and helping to reduce the demand for reactive services. To meet the objectives in the Local Family Outcomes Plan families had to hit at least two of the following criteria – crime and anti-social behaviour; school attendance; child in need; worklessness and financial exclusion; domestic abuse; health problems. Members asked what they could do to help and were encouraged to refer any 'troubled families' they were aware of to the programme. Members also asked for performance data on high impact families to be added to the regular Performance Monitoring reports at Panel meetings.

3.2.8 On 8 June 2020 the CYPS Panel Chairman and Executive Member, Children's Services and Lifelong Learning hosted an All Member 'virtual' briefing on Corporate Parenting Responsibilities via YouTube and Slido. As Corporate Parents, we all have a legal duty to support children in our care and those leaving our care in the way that any good parent would unconditionally support their own children. Individuals and individual teams cannot do this in isolation. It is essential that every department within the council, elected members and our partner organisations share the responsibilities of corporate parenting.

For members this was an opportunity to hear more of their most important responsibilities - the role of parent to 225 children and young people under the age of 18 and over 130 young people who were over 18. Some generous, amazing pledges were received from members.

3.2.9 All Member briefing on SEND to be arranged for autumn 2020.

Reference from Council

3.2.10 Council considered a motion on 24 September 2019 regarding Commissioning Plan Approval - National Residential Contract for the Placement of Children in Children's Homes. In discussing the report reference was made to the importance of ensuring the new framework arrangements provided good quality residential home placements for children in care and proposed that the report be referred to the Children and Young People's Policy and Scrutiny Panel which was received and commented on at the Panel Meeting on 24 October 2019.

Reference from Children's Champions Group

3.2.11 The CYPS Panel received a referral from the Children's Champion Group to endorse a change of name and amendment of the terms of reference. In order to better describe its purpose, it was proposed that the group should be known as the Corporate Parenting Panel. The CYPS Panel discussed the change of name at its panel meeting on 5 March 2020 and endorsed the decision of the Group to change its name to the Corporate Parenting Panel.

Scrutiny Steering Groups

3.2.12 **School Organisation Scrutiny Steering Group** (Members – Wendy Griggs, Ciaran Cronnelly, Mark Crosby). The scrutiny steering group's area of focus being:- In-depth investigations of proposed school changes; pupil projections – methodology as applied generally and in particular in respect of new builds, including affordable housing; admission arrangements.

3.2.13 12 June 2019 – Inaugural session to which all CYPS panel members were invited. The agenda included a briefing on Education Provision in North Somerset ~ A Commissioning Strategy 2018 – 2021 presentation; Update on projects within the latest Education Provision in North Somerset ~ A Commissioning Strategy Consultation 2018 – 2021; Update on SEND projects within the latest Education Provision in North Somerset ~ A Commissioning Strategy Consultation 2018 – 2021 and sign off to reports; Update on Projects.

3.2.14 19 September 2019 – briefing session to all members on the decision process for school expansions.

- 3.2.15 16 December 2019 – session open to all CYPS panel members to review responses to the Baytree expansion consultation and receive a briefing on home education and North Somerset Council’s statutory duties.
- 3.2.16 10 June 2020 – session open to all CYPS panel members to review the progress to date in the delivery of the Education Provision in North Somerset – A Commissioning Strategy 2018-2021, including an update on live projects and their delivery; Consider priorities for the 2021-2024 plan and receive an update on schools partial opening within the COVID-19 restrictions.

Future Task and Finish Groups

- 3.2.17 Ofsted Improvement Task and Finish Group for members of the Panel to work with officers looking at the Action Plan following the 2020 Ofsted Report. The task and finish group to incorporate in house foster carers, the foster carer strategy and the child sexual exploitation working group into its remit.

3.3 Health Overview and Scrutiny Panel

Purpose and Overview

- 3.3.1 The Health Overview and Scrutiny Panel exists to review and scrutinise any matter relating to the planning, provision and operation of the health service in North Somerset. It works with HealthWatch to identify areas of public concern and the HealthWatch chairman is a co-opted member of the panel.

Major Health Issues since last report

- 3.3.2 There have been three major areas of concern since the last report:

3.3.3 Healthy Weston

This comprised major changes to the services provided by Weston General Hospital and the introduction of some other services in the Weston area.

The panel meetings of 30 September 2019 and 15 October 2019 were largely dedicated to this proposal from the Bristol, North Somerset and South Gloucestershire Clinical Commissioning Group (BNSSG CCG).

The panel decided not to refer the changes to the secretary of state on the understanding that a full review of the changes would take place in April 2021, that the scope and timelines for the review would be co-produced with HOSP to an agreed Outcomes Framework, and that the BNSSG CCG would provide regular programme reports. Work on the Outcomes Framework was suspended due to COVID.

3.3.4 Healthier Together

This is the larger programme of work to improve health services under the Bristol, North Somerset and South Gloucestershire (BNSSG) Sustainability and Transformation Partnership (STP). As the work spans three authorities the Joint Health Overview Scrutiny Committee (JHOSC) has been formed to review and scrutinise these proposals and includes members from the three authorities. The

draft Healthier Together 5 Year System Plan was presented to this body on 25 October 2019 and several recommendations for changes made.

3.3.5 COVID-19

The emergence of the COVID pandemic has overturned much of the normal workings of the health and care services. The HOSP meeting of 4 June 2020 was dedicated to the impact of COVID, in particular the outbreak and closure of Weston General Hospital, commissioning for care homes, the CCG's response, and the North Somerset Public Health Local Outbreak Control Plan.

The Chief Executive of UHBWT agreed to return for step back review to report on the internal enquiry and lessons learned on 24 September 2020.

Other Work Carried out by the Panel

3.3.6 In addition to the work above the following has taken place:

- a. The work plan has been revised in response to COVID
- b. The chairman and vice chairman meeting regularly with the chairman of the Health and Well Being Board (HWB)
- c. The chairman and vice chairman meet regularly with the BNSSG CCG Area Director
- d. The quality accounts from North Bristol Hospital Trust and the Avon and Wiltshire Mental Health Partnership Trust (AWP) have been reviewed and informal comments supplied. An informal meeting with AWP took place to discuss the report, and a further meeting has been planned to review Children's and Adolescent Mental Health Services in North Somerset.
- e. Weston Area Hospital Trust (WAHT) and University Hospitals Bristol (UHB) have merged.
- f. Children's and Adolescent Mental Health Services have moved from WAHT to AWP.
- g. Adult Community Health Services has moved to Sirona from 1 April 2020 and a presentation was received from them at the 6 February 2020 HOSP meeting.
- h. A proposal to amend Specialised Neonatal Services was endorsed by JHOSC. This entailed centralising level 3 services at Southmead.
- i. IAPT services were transferred to Vita Health. The contract award process was challenged given the lack of experience of Vita Health and relevant papers requested.
- j. The draft Mental Health and Well Being Strategy was presented to JHOSC. Comments were made and further updates requested.

Future Work Plans

3.3.7 The following are planned:

- a. Review of Weston Hospital Services following the merger.
- b. Review of CAMHS in North Somerset.
- c. Re-establishment of a Quality Accounts sub-committee.
- d. Follow up to COVID outbreak at Weston General Hospital.
- e. Definition of Healthy Weston Outcomes Framework.
- f. Review of changes to Hyper Acute stroke services (JHOSC).
- g. Review of BNSSG CCG 5-year plan progress (JHOSC).
- h. Review of BNSSG CCG Mental Health Strategy progress (JHOSC).

- i. Council COVID Response, Suicide Prevention, Hip Fractures, Alcohol Misuse, Obesity, Access to Dental Services, and Transgender Health Provision are other topics under consideration.

3.3.8 The panel is grateful for the support and advice provided by officers

3.4 Strategic Planning, Economic Development and Regeneration Policy and Scrutiny Panel

- 3.4.1 The past few months have not been without challenge and we continue learning how best to cope with our changed circumstances. We will need to prepare for what I suspect is likely to become a hybrid way of future working, combining traditional Town Hall meetings with a public presence, alongside Teams or Zoom home-based sessions. I've been pleasantly surprised to see how we political amateurs across all parties have adapted to screen-based scrutiny and, though meeting dynamics are obviously different, the trusting interaction between councillors and officers has encouraged some really worthwhile scrutiny discussions. It's unfortunate that technical issues have kept a few Members from full participation; hopefully these glitches will become a thing of the past.

As we prepare for the Challenges and Choices leading to 2038 and ponder implications of the Planning White Paper, alongside inevitable economic and social consequences of the pandemic, one thing is certain: the role of SPEDR will increase. How we engage effectively with our public, parishes, other interested parties and one another will be of paramount importance. Thank you all for helping us get through the past months.

Since the last time the Panel reported to Council, SPEDR has met formally on 3 January 2020, 29 January 2020 and most recently, "virtually" on 22 July 2020. The next scheduled meeting of the Panel will be on 25 November 2020. The Panel has also arranged a number of informal meetings and briefing sessions on issues of interest to the Panel and, on occasions led briefings for all Councillors. Further information on all these work areas is as follows:

Panel meetings

- 3.4.2 3 January 2020 – The agenda included: an update on progress on the development of the Local Plan and discussion around how the Panel would engage in that process; consideration of the Weston-super-Mare Centre Transport Enhancement Scheme; consideration of and feedback to Parking Review proposals relating to a parking policy framework and pilot residential parking scheme in Leigh Woods; and an update on Homes England and North Somerset Development sites.
- 3.4.3 29 January 2020 – This was a single-item meeting relating to a reference from the Executive of 7 January 2020 requesting feedback from the Panel on its Parking Review initial recommendations.
- 3.4.4 22 July 2020 – The panel's first "virtual" meeting held in public. The agenda included: a further update on progress of the Local Plan process together with discussion around Panel engagement in the next "choices" phase; a report on the process for procuring a developer for Council owned land at Parklands village; an update on the MetroWest transport project; the implementation of Active Travel and

Social Distancing measures associated with the Covid-19 crisis; and an item on the Housing Infrastructure Fund Final Grant determination which also considered opportunities for Councillor engagement in statutory approvals processes. Under the work plan item, Members agreed that the plan needed to be fundamentally reviewed in the light of future implications of the Covid-19 pandemic and agreed that an informal workshop involving lead officers be arranged to take this work forward.

Informal meetings and briefing sessions

- 3.4.5 Parking Review - The Panel met informally on 4 September 2019, 14 November 2019 and 21 January 2020 to engage with officers and Executive Members the development of Parking Review proposals.
- 3.4.6 Local Plan - The Panel met informally on 26 February 1June, 12 June and 29 June 2020 to engage with officers on the development of the Local Plan.
- 3.4.7 A Panel briefing was held on 5 June on the Housing Infrastructure Fund. SPEDR also hosted all-Councillor briefings on 27 April 2020 (Local Plan), 1July 2020 (Covid-19 Economic Renewal) and 21 July 2020 (Weston Placemaking Strategy).

3.5 Community and Corporate Organisation Policy and Scrutiny Panel

- 3.5.1 CCO previously reported to Council on 12 November 2019, so this report highlights the progress made and the work undertaken since then.

3.5.2 Covid-19

The Panel's work has been reviewed to reflect the impact of the Covid-19 pandemic. In recognition of the involvement and importance of scrutiny as we transition towards the recovery phase, the Panel Chairman co-chaired an all-Member briefing which was also broadcast to parish and town councils.

Scoping is also underway for an Inquiry Day in late October looking at how to build on the excellent community response that has rallied across the North Somerset, focusing on learning from good practice and supporting its continuation.

An ICT scrutiny steering group, working with the Executive Member, has been reviewing the use of technology to facilitate the continuation of public meetings and remote communication methods.

3.5.3 Your Neighbourhood

A number of initiatives are developing within the corporate plan, encompassing libraries and leisure strategies, parks and street scene contracts, and the garden waste collection service. The Panel remains heavily engaged with this consultation throughout the development of each of the strands.

Leisure services support package – a scrutiny steering group has been working informally to help design this support package for leisure facilities and provision. Further formal engagement will take place for the development of a longer-term Leisure and Sports Centre Strategy.

Green waste collection service – following the decision taken by the Executive earlier in the year as to implement the new green waste collection service, a scrutiny steering group has been considering the detail of the scheme prior to its instigation.

Green Infrastructure Strategy – this broad reaching strategy umbrellas much of the work included in Your Neighbourhood. The panel is supporting development of this strategy both throughout the consultation stage and prior to its implementation in 2021.

3.5.4 Community Safety

Focus here has been on the review of Public Space Protection Orders (PSPOs). These orders were introduced across the district by North Somerset Council on 20 October 2017 to deter individuals or groups of individuals from committing anti-social behaviour in public spaces. The orders are part of a suite of tools which tackle anti-social behaviour. The existing orders were reviewed by the Panel in July in advance of their three-year limitation. The Panel Chairman hosted a workshop for all councillors to consider proposals for new orders in advance of public consultation.

In line with the Council's priorities around creating "welcoming, safe and clean neighbourhoods" and a significant response in favour of more robust enforcement action to reduce low-level environmental crime, such as littering and dog fouling, the Waste Scrutiny Steering group endorsed a proposal to work with a provider working across North Somerset to enforce and for a 1-year trial period.

3.5.5 Panel meetings

3 March 2020 – the agenda included: consideration of the framework for heritage, arts and culture development; progress with the early stages of the approach to re-wilding; Your Neighbourhood consultation and engagement; and business planning and performance management for the 2020-2021 municipal year.

16 July 2020 – the agenda included: Public Space Protection Orders; Your Neighbourhood consultation analysis; a further review of re-wilding; and the corporate performance monitoring report.

4. Consultation

The Panels undertake regular consultation with officers, Councillors, the Executive Members and relevant partners through working group and steering group monitoring and Panel reporting.

5. Financial Implications

None

Costs

None

Funding

None

6. Legal Powers and Implications

N/A

7. Climate Change and Environmental Implications

N/A

8. Risk Management

N/A

9. Equality Implications

None

10. Corporate Implications

None

11. Options Considered

None

Authors:

Councillor Mark Crosby, Chairman of the Adult Services and Housing Policy and Scrutiny Panel

Councillor Wendy Griggs, Chairman of the Children and Young People's Policy and Scrutiny Panel

Councillor Geoff Richardson, Vice-Chairman of the Health Overview and Scrutiny Panel

Councillor John Crockford-Hawley, Chairman of the Strategic Planning, Economic Development and Regeneration Policy and Scrutiny Panel

Councillor Steve Bridger, Chairman of the Community and Corporate Organisation Policy and Scrutiny Panel.

Contact Officer:

Philippa Penney, Electoral Services and Scrutiny Manager

Email: philippa.penney@n-someret.gov.uk

Telephone: 01275 884010

Appendices:

None

Background Papers:

Policy and Scrutiny Panel agenda, reports and minutes

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