



Nottingham City Council Overview and Scrutiny Committee

Date: Wednesday 4 March 2020

Time: 2.00 pm

Place: Ground Floor Committee Room - Loxley House, Station Street, Nottingham,
NG2 3NG

Councillors are requested to attend the above meeting to transact the following business

Corporate Director for Strategy and Resources

Senior Governance Officer: Laura Wilson **Direct Dial:** 0115 876 4301

- | | | |
|----------|------------------------------------------------------------------------------------------------------------------------------|---------|
| 1 | Apologies for absence | |
| 2 | Declarations of interests | |
| 3 | Minutes
To confirm the minutes of the meeting held on 5 February 2020 | 3 - 8 |
| 4 | Discussion with the Portfolio Holder for Adult Care and Local Transport
Report of the Head of Legal and Governance | 9 - 12 |
| 5 | Consultation Working Group Feedback
Report of the Head of Legal and Governance | 13 - 16 |
| 6 | Work Programme Development 2020/21
Report of the Head of Legal and Governance | 17 - 22 |
| 7 | Work Programme 2019/20
Report of the Head of Legal and Governance | 23 - 26 |

If you need any advice on declaring an interest in any item on the agenda, please contact the Governance Officer shown above, if possible before the day of the meeting

Citizens attending meetings are asked to arrive at least 15 minutes before the start of the meeting to be issued with visitor badges

Citizens are advised that this meeting may be recorded by members of the public. Any recording or reporting on this meeting should take place in accordance with the Council's policy on recording and reporting on public meetings, which is available at www.nottinghamcity.gov.uk. Individuals intending to record the meeting are asked to notify the Governance Officer shown above in advance.

Nottingham City Council

Overview and Scrutiny Committee

Minutes of the meeting held at Loxley House, Nottingham on 5 February 2020
from 2.01 pm - 4.05 pm

Membership

Present

Councillor Anne Peach (Chair)
Councillor Maria Joannou
Councillor Gul Nawaz Khan
Councillor Pavlos Kotsonis
Councillor Jane Lakey
Councillor Ethan Radford
Councillor Angharad Roberts
Councillor Andrew Rule

Absent

Councillor Azad Choudhry
Councillor Carole McCulloch
Councillor Georgia Power
Councillor Cate Woodward

Colleagues, partners and others in attendance:

Delroy Beverley)	Nottingham City Homes
Steve Edlin)	
Wayne Smalley)	
Darrell Smith)	
Leon McLean	-	Strategic Housing Projects Officer
Councillor Dave Trimble	-	Portfolio Holder for Culture, Leisure and IT
Laura Wilson	-	Senior Governance Officer
Councillor Linda Woodings	-	Portfolio Holder for Planning, Housing and Heritage
Phil Wye	-	Governance Officer

43 Membership change

The Committee noted that Councillor Angharad Roberts has replaced Councillor Sue Johnson as a member of the Committee.

44 Apologies for absence

Councillor Cate Woodward - unwell

45 Declarations of interests

In relation to agenda item 5, Nottingham City Homes Repairs (minute 48), in the interests of transparency, Councillor Ethan Radford informed the Committee that he is a member of the Nottingham City Homes Board.

46 Minutes

The Committee confirmed the minutes of the meeting held on 8 January 2020 as a correct record and they were signed by the Chair.

47 Discussion with the Portfolio Holder for Leisure, Culture and IT

Councillor Dave Trimble, Portfolio Holder for Leisure, Culture and IT, gave a presentation on the current position in relation to Council services and budget, his key priorities and activities for the current year, and a look ahead to the future, highlighting the following:

- (a) the redevelopment of Nottingham Castle as a major national heritage destination is progressing on time and on budget. To date the project has spent £14.7m of its £31.3m budget, with the visitor centre complete and a tender out for the adventure playground. The Castle will be run by a Trust and a CEO has been appointed. Planned completion is for 2021 and celebratory events are currently being planned;
- (b) Storyparks was a successful event run recently by the Libraries Service, with 151 facilitated reading sessions for children and adults. The Library Service has also successfully met the criteria of the cabinet office's Customer Service Excellence Standard;
- (c) images of the new Central Library have recently been released and generated a lot of interest on social media. The Council plans for this to be the best children's library in the country, and it is planned to open in early 2022;
- (d) high profile events in the city this year have included the cricket world cup, international tennis, the Accenture World Triathlon Mixed Relay, Splendour festival, Riverside festival and Light Night. This year an extended Light Night will take place over two nights rather than one;
- (e) 8 leisure centres are still managed and run by the City Council, despite heavy cuts to this area. Savings have been made through energy efficiency and Leisure Services has attracted additional funding from Get Out Get Active and This Girl Can;
- (f) the Council has pledged to attract 100 new start-ups to Nottingham's markets over four years, and is on target for this with 24 start-ups so far this year;
- (g) £5,500,000 has been invested in woodland and wet meadow habitats at Colwick Park, Valley Road Park, Highfields Park and woodlands in Clifton. This funding has come from the European Regional Development Fund, with more planned to take place;
- (h) five play areas will have been improved by the end of 2019-20, 2,778 trees have been planted and the Council has the most Green Flag parks of any council area in the country;
- (i) the Nottinghamshire WW1 Roll of Honour Memorial was completed and opened in June 2019. The money for the memorial was contributed by the City and County Councils, Borough and District Councils, Parish Councils, local

businesses and individual contributions. A £1.6m bid has now been submitted to the National Lottery Heritage Fund to restore the entire Victoria Embankment Memorial Gardens;

- (j) the Council continues to provide free public wireless internet access in Council buildings and across much of the city centre.

The following points were raised during the discussion which followed:

- (k) supermarkets are a huge challenge for market traders, and subsidising the traders is becoming increasingly difficult. Fewer young people shop at markets so they may need to diversify in order to stay open, with perhaps more digital offers;
- (l) the largest risks to the Portfolio are a lack of funding, withdrawal of European funding, and the potential closure of leisure centres;
- (m) the Castle will be climate controlled and has the potential to attract higher profile events and exhibitions than previously.

48 Nottingham City Homes Repairs

Councillor Linda Woodings, Portfolio Holder for Planning, Housing and Heritage, introduced the item on the Nottingham City Homes (NCH) repairs process, targets and performance. NCH manages and builds the majority of social housing in Nottingham. It is governed by a Board made up of Councillors, tenants and leaseholders, and independent and co-opted members.

Delroy Beverley, Director of Construction, Repairs and Maintenance, delivered a presentation with assistance from Steve Edlin, Head of Asset Management, Wayne Smalley, Head of Responsive Repairs, and Darrell Smith, Assistant Director of Repairs and Maintenance. Delroy highlighted the following:

- (a) NCH services 27,300 homes and employs 1000 staff members. It carries out almost 360 repairs a day. Investment is planned in order to bring all homes up to Decent Homes Standard and ensure all homes are safe. Cyclical planned maintenance takes place to reduce the need for responsive repairs;
- (b) 97.9% of appointments are made and kept, with on average 10.4 days from reporting to completion of the repair. 96.5% of emergency repairs are attended within four hours, and almost 98% of non-emergency repairs are completed within 30 days;
- (c) £424m has been spent over the last 10 years, with a further £86m planned over the next 5 on new kitchens and bathrooms, heating upgrades, new doors, new windows, painting, fencing, guttering and internal improvements. Energiesprong will be rolled out to a further 300 properties, and 1000 more homes will be insulated;

- (d) communal open spaces are also maintained by NCH through the Decent Neighbourhoods Programme providing safety, attractiveness and design in consultation with local Councillors and residents;
- (e) safety is always the main priority for NCH. They are 100% compliant at providing a statutory annual gas safety check, and also regularly check electrics, water hygiene, asbestos, lifts and fire safety. Sprinklers, tannoys and intercoms are being installed in all high rise blocks;
- (f) void properties are always brought up to New Home Standard before being re-let. The overall satisfaction rate from tenants moving into their new home is 94%;
- (g) in 2018-19 1.3% of residents complained about repairs, which compares favourably to other similar housing providers. However, repairs-related complaints make up 74% of total complaints received by NCH, mostly around time delays and failure to advise of progress. The complaints process is robust including a Complaints Panel and the Housing Ombudsman;
- (h) if Councillors receive complaints from NCH tenants these can take longer to resolve than if they are reported direct to NCH;
- (i) NCH is working with residents to improve the repairs experience using customer feedback. Examples of improvements include core skills training across different trades, increased technology, insourcing, and creation of a 24 hour emergency response team.

The following points were raised during the discussion which followed:

- (j) external contractors are used increasingly less and only for specialist work. They are regularly monitored at meetings and must meet the same standards as NCH workers;
- (k) a lot of complaints are down to poor communication. Efforts are being made to improve this with improved technology like the use of text messages to inform tenants of progress;
- (l) the Customer Contact Centre is the best place to report faults for repair rather than complaining to Housing Patch Managers or Councillors;
- (m) a Garage Strategy is being developed as many garages are in poor repair and attract fly-tipping, with selective demolition and repairs. Garages will be consolidated into smaller areas for those that wish to keep them;
- (n) if a tenant has purchased their property through right-to-buy and it is in a shared block, they will be charged for repairs in communal areas annually. If the cost is over £250 then the leaseholders must be consulted;

- (o) the 30 day target for non-emergency repairs is a maximum and NCH aim to complete repairs in 10 days where possible. Tenants have agreed service standards detailing priorities, waiting times and void standards etc.

49 Work Programme

Laura Wilson, Senior Governance Officer, presented the proposed work programme for the remainder of the municipal year, noting that the Fire Service is now unable to attend in March, as agreed previously, and will attend a future meeting instead.

Committee members requested that Section 106 and Student Development be added to the Work Programme to be discussed at future meetings.

This page is intentionally left blank

**Overview and Scrutiny Committee
4 March 2020**

Discussion with the Portfolio Holder for Adult Care and Local Transport

Report of the Head of Legal and Governance

1 Purpose

- 1.1 To hear from the Portfolio Holder for Adult Care and Local Transport on her main priorities and challenges for the 2019/20 municipal year in relation to Local Transport.

2 Action required

- 2.1 To use the information received at the meeting from Councillor Adele Williams, Portfolio Holder for Adult Care and Local Transport to inform questioning and identify potential areas for future scrutiny in relation to Local Transport.

3 Background information

- 3.1 The key responsibilities for the Portfolio Holder for Adult Care and Local Transport are:

Adults

Corporate Strategies for Older People and Vulnerable Adults

Championing Independent Living

- telecare

- catering

Adult Safeguarding

Lead on commissioning of Adults Services

Health and Social Care Integration (shared)

Meals at Home

Adult Passenger Transport

Neighbourhood Transport

NET phase 1, 2 and 3

Road repairs and resurfacing

Traffic Management and Parking

Highways Design and Maintenance

Public Transport

Corporate Transport Fleet

Cycling

Street Lighting

- 3.2 The Adult Care element of the Portfolio will be discussed at the Health Scrutiny Committee.

- 3.3 On 11 November 2019 the Council Plan was approved by full Council, and guides the Council's services and approach to support the delivery of its key priorities for the city until May 2023.
- 3.4 It includes five key objectives:
- Build or buy 1,000 Council or social homes for rent
 - Create 15,000 new jobs for Nottingham people
 - Build a new Central Library, making it the best children's library in the UK
 - Cut crime, and reduce anti-social behaviour by a quarter
 - Ensure Nottingham is the cleanest big city in England and keep neighbourhoods as clean as the city centre.
- 3.5 In addition, a total of 185 pledges are included under five key headings:
- Nottingham People – support for children, young people, students, families , older people, education and health
 - Living in Nottingham – making Nottingham clean and green, improving transport, housing and providing opportunities
 - Growing Nottingham – developing neighbourhoods and the city centre, creating jobs and training opportunities and supporting businesses and inward investment.
 - Respect for Nottingham – tackling crime and anti-social behaviour and supporting strong local communities
 - Serving Nottingham better – improving council services and promoting equality.
- 3.6 Councillor Adele Williams will be in attendance at the meeting to discuss her main priorities and challenges for the 2019/20 municipal year, and the elements of the Council Plan that she is responsible for, in relation to Local Transport.

4 List of attached information

4.1 None.

5 Background papers, other than published works or those disclosing exempt or confidential information

5.1 None.

6 Published documents referred to in compiling this report

6.1 Council Plan 2019-23.

7 Wards affected

7.1 All.

8 Contact information

8.1 Laura Wilson
Senior Governance Officer
0115 8764301
laura.wilson@nottinghamcity.gov.uk

This page is intentionally left blank

**Overview and Scrutiny Committee
4 March 2020**

Consultation Working Group Feedback

Report of the Head of Legal and Governance

1 Purpose

- 1.1 To hear from the Councillors involved in the working group looking at the Council's consultation process on the information they have gathered.

2 Action required

- 2.1 To consider the recommendations made by the Working Group.

3 Background information

- 3.1 At its meeting in October 2019 the Committee agreed to hold an informal working group to look at Council consultations. The working group was led by Councillors and looked at:

- existing consultation processes;
- whether they're cohesive;
- what improvements can be made;
- how efficient they are;
- how successful they are in gaining meaningful responses;
- where they might be able to make cost savings;
- how they can maximise returns and engagement;
- all types of consultation, including statutory ones;
- how to better engage students/young people.

- 3.2 The working group has concluded its information and Councillor Pavlos Kotsonis will be presenting its findings and recommendations to the Committee.

4 List of attached information

- 4.1 Report from the Working Group.

5 Background papers, other than published works or those disclosing exempt or confidential information

- 5.1 None.

6 Published documents referred to in compiling this report

- 6.1 None.

7 Wards affected

7.1 All.

8 Contact information

8.1 Laura Wilson
Senior Governance Officer
0115 8764301
laura.wilson@nottinghamcity.gov.uk

Proposals from Consultations Review by Councillor Pavlos Kotsonis and Councillor Carole McCulloch

This report provides a broad overview of how consultations are carried out by Nottingham City Council, including limitations and areas for improvement with the current model of operations, finishing with proposals for recommendations for the Committee to consider. If the proposals are recommended by the Committee, a written response to them will be requested from the Portfolio Holder for Communities.

Reviewing Consultations

Consultations are carried out using a system called SNAP. It is a paperless system used to create online and PDF versions of questionnaires, and there are approximately 27 Council employees who are trained in using this system. The authority is currently moving away from using Survey Monkey because of issues in respect to compliance with General Data Protection Regulation (GDPR). Most of the consultations undertaken by the Council can be found on the Engage Hub webpage and are open to the public. Consultations are also taken in paper form, and translations to questionnaires are provided on request for those who don't speak English as their first language. Consultations in respect of Planning Applications and Traffic matters are listed separately on the respective webpages.

Consultations are carried out in accordance with The Gunning Principles:

- (1) deciding when to have a consultation - when a decision is at a formative level, i.e. when proposals are still not implemented and decisions not yet taken;
- (2) making decisions on what is an adequate timeframe for the consultation (on average taking 4-6 weeks depending on the type of consultation);
- (3) deciding on the amount of detail in order for residents to be able to understand the questions;
- (4) ensuring that consultation responses are considered and that there is sufficient feedback (a "You Said, We Did" system).

For large scale projects or those for judicial review the Research, Engagement and Consultations (REC) Team is available to offer advice on how to run effective consultations. The REC consists of two members of staff, Shelley Harrod and Jon Rea who are able to advise relevant colleagues in all departments on their consultation proposals.

Issues with regards to consultations include:

- (1) the sample that is taken in consultations is usually not representative, in the sense that consultations are self-selective. Hence there will always be people who don't wish to participate in the consultation. Furthermore, due to funding, incentives can't be offered to encourage participants to complete consultations like private companies often do;
- (2) face to face engagement or focus groups is limited due to resources, but is still used when necessary;
- (3) there is no way to be 100% sure if The Gunning Principles are always followed effectively by departments;
- (4) there isn't an effective feedback loop to be able to establish a "You Said, We Did" process; this needs to be supported by managers and proper links need to be established.

Recommendations

After concluding the evidence gathering, propose that the Committee make the following recommendations:

- (1) the expertise of the REC is utilised and advice taken into account for all large scale consultations carried out by the authority (not business as usual consultations such as planning, parking and traffic);
- (2) the REC develop uniform standards and guidance for consultations for all relevant colleagues to use;
- (3) feedback of decisions taken after consultations should be included on the Engage Hub, and any other webpages where consultation has taken place, to ensure that there is a proper "You Said, We Did" process. This will make it easier to understand why a decision has been taken even if some consultation responses were against the proposals;
- (4) the Engage Hub should also sit in a more prominent location on the Nottingham City Council website, as difficulty finding it reduces the number of citizens undertaking consultations;
- (5) the Engage Hub should include links to other webpages that include consultations, e.g. planning, parking and traffic;
- (6) to ensure operational efficiency, there should be a council wide review of the per annum spending on consultations with details for spending for all departments. The review should cover, amongst other spending, the money spent by departments on external bodies such as consultancies and other private entities with purpose to undertake consultations on their behalf.

**Overview and Scrutiny Committee
4 March 2020**

Work Programme 2020/21 Development

Report of the Head of Legal and Governance

1 Purpose

- 1.1 To identify potential topics for the Committee to consider in 2020/21.

2 Action required

- 2.1 Members of the Committee are asked to come to the Committee with suggestions for reviews during 2020/21.

3 Background information

- 3.1 One of the main roles of the Overview and Scrutiny Committee is setting, managing and co-ordinating the overall programme of scrutiny work. This includes:
- mapping out an initial programme for scrutiny at the start of the municipal year;
 - monitoring progress against the programme throughout the year, and making amendments as required;
 - evaluating the impact of scrutiny activity and using lessons learnt to inform future decisions about scrutiny activity.
- 3.2 Effective work programming is an important element of an effective scrutiny function and can help influence work on issues of local importance. In setting the programme for scrutiny activity, the Committee should aim for an outcome-focussed work programme that has clear priorities and is matched against the resources available to deliver the programme.
- 3.3 For the 2020/21 municipal year it is proposed that the Committee consider whether they wish to undertake reviews which cover more than one meeting, but leaving capacity to consider emerging issues, and attendance by Portfolio Holders to discuss Council Plan performance.

4 List of attached information

- 4.1 Overview and Scrutiny Committee Terms of Reference.
- 4.2 List of possible items for consideration, including suggestions from Councillors.

5 Background papers, other than published works or those disclosing exempt or confidential information

5.1 None.

6 Published documents referred to in compiling this report

6.1 None.

7 Wards affected

7.1 All.

8 Contact information

8.1 Laura Wilson
Senior Governance Officer
0115 8764301
laura.wilson@nottinghamcity.gov.uk

Overview and Scrutiny Committee Terms of Reference

- (a) To set, manage and co-ordinate the overview and scrutiny work programme to ensure all statutory roles and responsibilities accorded to the overview and scrutiny function, with the exception of health scrutiny, are fulfilled, including the ability to:
 - i. hold local decision-makers, including the Council's Executive, to account for their decisions, action and performance;
 - ii. review policy and contribute to the development of new policy and the strategy of the Council and other local decision-makers where it impacts on Nottingham residents;
 - iii. explore any matters affecting Nottingham and/ or its residents;
 - iv. make reports and recommendations to relevant local agencies with respect to the delivery of their functions, including the Council and its Executive;
- (b) to maintain an overview of key strategic issues relevant to Nottingham and its residents to inform decisions about the work programme so that it is focused on, and adds value by the examination of, issues of local importance and concern;
- (c) to monitor the effectiveness of the overview and scrutiny work programme and the impact of outcomes from overview and scrutiny activity;
- (d) to work with other scrutiny committees, to support effective delivery of a co-ordinated overview and scrutiny work programme.
- (e) to establish a sub-committee known as the Call-In Panel to meet as required to consider call-in requests in accordance with the Council's Call-In Procedure;
- (f) to commission time-limited review panels (no more than 1 panel at any one time) to carry out a review of a matter within its remit. Commissioning includes setting the remit, initial timescale and size of membership to meet the needs of the review to be carried out. Such review panels will be chaired by the Chair of the Overview and Scrutiny Committee;
- (g) to consider requests for Councillor calls for action;
- (h) to receive petitions in accordance with the Council's Petitions Scheme;
- (i) to commission separate policy briefings to inform councillors about current key issues relevant to Nottingham, to aid decisions about the future overview and scrutiny work programme and prepare Councillors to undertake overview and scrutiny work that has already been commissioned;

- (j) to co-opt people from outside the Council to sit on the Committee or any review panels or commissions, to support effective delivery of the work programme.

The Committee has 12 members. Membership must not include members of the Executive Board. The Committee is politically balanced.

Overview and Scrutiny Committee 2020/21 Work Programme

Possible Items for Consideration

Listed below are some possible issues for scrutiny as a starting point for discussion. Councillors may wish to propose other issues at, or following, the meeting.

It is likely that additional issues will emerge during the year, and the work programme needs to be flexible to respond to these.

Regular issues for scrutiny

Every year the Portfolio Holders are invited to attend the Overview and Scrutiny Committee to focus on their performance against Council Plan priorities and to highlight any challenges. Scrutiny of the following Portfolio Holders needs to be included in the work programme:

- the Leader and Portfolio Holder for Regeneration, Safety and Communications;
- the Portfolio Holder for Energy, Environment and Democratic Services;
- the Portfolio Holder for Health, HR and Equalities (with a focus on HR and Equalities);
- the Portfolio Holder for Finance, Growth and the City Centre;
- the Portfolio Holder for Housing, Planning and Heritage;
- the Portfolio Holder for Early Years, Education and Employment (with a focus on Employment);
- the Portfolio Holder for Leisure, Culture and IT;
- the Portfolio Holder for Adult Care and Local Transport (with a focus on Local Transport);
- the Portfolio Holder for Communities.

The Portfolio Holders for Children and Young People, and Early Years, Education and Employment (with a focus on Early Years and Education) performance against Council Plan priorities will be scrutinised by the Children and Young People Scrutiny Committee. The Portfolio Holder for Health, HR and Equalities (with a focus on Health), and Adult Care and Local Transport (with a focus on Adult Care) performance against Council Plan priorities will be scrutinised by the Health Scrutiny Committee.

Possible issues for scrutiny

The following potential issues have been identified by the Committee during previous discussions, Councillor suggestions, and current issues. Councillors may wish to propose other issues at the meeting. The Committee is asked to consider whether it wishes to include any of these on the work programme for 2020/21 and, if so, discuss potential focus/key lines of enquiry:

Topic	Potential Focus
Section 106 Contributions	How the contributions are calculated and distributed
Flooding	Scrutiny has a statutory duty to review the work of flood risk management authorities (December 2020)
Planning Enforcement	Exploring the effectiveness of the planning enforcement process
Crime and Drugs Partnership	Scrutiny has a statutory duty to review the work of the Partnership
Student Accommodation	Whether the number of developments meet demand
Fire Prevention and Safety	To discuss the work carried out by Nottinghamshire Fire and Rescue Service
Universal Credit Implementation	An update on the impact on Nottingham citizens as requested by the Committee at its meeting in November 2019 (November 2020)
Citizen Satisfaction Survey	To update the Committee on the proposals for future surveys as per the Committee's recommendation and resolution at its meeting in November 2019 (May 2020)
Affordable Housing	Whether the provision is adequate and affordable for local residents

**Overview and Scrutiny Committee
4 March 2020**

Work Programme 2019/20

Report of the Head of Legal and Governance

1 Purpose

- 1.1 To consider the Committee's work programme for 2019/20.

2 Action required

- 2.1 To discuss the work programme for the remainder of the municipal year, and make any necessary amendments.

3 Background information

- 3.1 The Committee is responsible for setting and managing its own work programme.
- 3.2 In setting the work programme, the Committee should aim for an outcome-focussed work programme that has clear priorities and a clear link to its roles and responsibilities.
- 3.3 The work programme needs to be flexible so that issues which arise as the year progresses can be considered appropriately.
- 3.4 Where there are a number of potential items that could be scrutinised in a given year, consideration of what represents the highest priority or area of risk will assist with work programme planning.
- 3.5 Changes and/or additions to the work programme will need to take account of the resources available to the Committee.

4 List of attached information

- 4.1 Overview and Scrutiny Committee 2019/20 Work Programme.

5 Background papers, other than published works or those disclosing exempt or confidential information

- 5.1 None.

6 Published documents referred to in compiling this report

- 6.1 Overview and Scrutiny Committee reports and minutes.

7 Wards affected

7.1 All.

8 Contact information

8.1 Laura Wilson
Senior Governance Officer
0115 8764301
laura.wilson@nottinghamcity.gov.uk

Overview and Scrutiny Committee Work Programme 2019-20

DATE	ITEMS
8 April 2020	<p>Discussion with the Portfolio Holder for Communities – Councillor Rebecca Langton To consider information on priorities, budget pressures and challenges</p> <p>Discussion with the Portfolio Holder for Health, HR and Equalities (with a focus on the HR and Equalities remit) – Councillor Eunice Campbell-Clark To consider information on priorities, budget pressures and challenges</p> <p>Work Programme To provisionally agree the work programme for 2020/21 municipal year</p>

This page is intentionally left blank