



External Services Scrutiny Committee

Date:

THURSDAY, 6 OCTOBER

2016

Time:

6.00 PM

Venue:

COMMITTEE ROOM 6 -

CIVIC CENTRE, HIGH STREET, UXBRIDGE

UB8 1UW

Meeting Details:

Members of the Public and Press are welcome to attend

this meeting

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Councillors on the Committee

Councillor John Riley (Chairman)
Councillor Ian Edwards (Vice-Chairman)
Councillor Teji Barnes
Councillor Mohinder Birah
Councillor Tony Burles
Councillor Brian Crowe
Councillor Phoday Jarjussey (Labour Lead)
Councillor Michael White

Published: Wednesday, 28 September 2016

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Useful information for residents and visitors

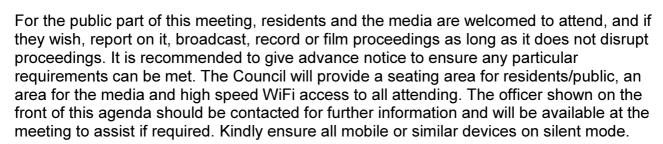
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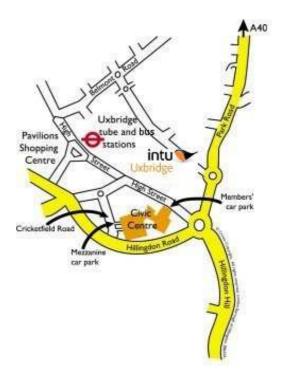


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Terms of Reference

- 1. To scrutinise local NHS organisations in line with the health powers conferred by the Health and Social Care Act 2001, including:
 - (a) scrutiny of local NHS organisations by calling the relevant Chief Executive(s) to account for the work of their organisation(s) and undertaking a review into issues of concern:
 - (b) consider NHS service reconfigurations which the Committee agree to be substantial, establishing a joint committee if the proposals affect more than one Overview and Scrutiny Committee area; and to refer contested major service configurations to the Independent Reconfiguration Panel (in accordance with the Health and Social Care Act); and
 - (c) respond to any relevant NHS consultations.
- 2. To act as a Crime and Disorder Committee as defined in the Crime and Disorder (Overview and Scrutiny) Regulations 2009 and carry out the bi-annual scrutiny of decisions made, or other action taken, in connection with the discharge by the responsible authorities of their crime and disorder functions.
- 3. To scrutinise the work of non-Hillingdon Council agencies whose actions affect residents of the London Borough of Hillingdon.
- 4. To identify areas of concern to the community within their remit and instigate an appropriate review process.

Agenda

Chairman's Announcements

PART I - MEMBERS, PUBLIC AND PRESS

- **1** Apologies for absence and to report the presence of any substitute Members
- 2 Declarations of Interest in matters coming before this meeting
- 3 Exclusion of Press and Public

To confirm that all items marked Part I will be considered in public and that any items marked Part II will be considered in private

4	Safer Hillingdon Partnership Performance Monitoring	1 - 12
5	Work Programme 2016/2017	13 - 18

PART II - PRIVATE, MEMBERS ONLY

6 Any Business transferred from Part I

Agenda Item 4

EXTERNAL SERVICES SCRUTINY COMMITTEE - SAFER HILLINGDON PARTNERSHIP PERFORMANCE MONITORING

Contact Officer: Teresa McKee Telephone: 01895 556322

Appendix 1 - Safer Hillingdon Partnership Plan 2016/17 **Appendix 2** - Performance data

REASON FOR ITEM

To enable the Committee to comment on performance to date towards the objectives in the 2016/17 Plan.

OPTIONS AVAILABLE TO THE COMMITTEE

The Committee is asked to note the contents of the report and ask questions in order to clarify matters of concern in the Borough.

SUGGESTED COMMITTEE ACTIVITY

Members to scrutinise performance of the Safer Hillingdon Partnership Plan 2016/2017 from April to June 2016 (quarter one).

BACKGROUND PAPERS

None.

APPENDIX 1 - Safer Hillingdon Partnership Plan 2016/17

	Priority Theme 1 - R	educe Violence			
Objective	Target	Q1	Q2	Q3	Q4
Reduce violent crime	Reduce non-domestic Violence with Injury in schools by 10% (Baseline for 2015/16 = about 10% of all non-DA VWI (160 offences)). Target = 144 offences	Q1 = 25 offences ON TRACK			
	Prevent an increase in robbery following last year unprecedented 34% reduction in offences (Baseline for 2015/16 = 295 offences). Target = 295 offences	Q1 = 84 SOME SLIPPAGE			
Tackle domestic abuse	Increase Evidenced Based prosecutions against domestic abuse offenders by 10% (Baseline for 2015/16 = 29 prosecutions). Target = 32 prosecutions	Q1 = 8 prosecutions ON TRACK			
	Increase domestic abuse incidences reported to the police by 10% (Baseline for 2015/16 = 2627). Target = 2890 crime reports	Q1 = 1313 total reports (includes non crime) Q1 =654 crime allegations SOME SLIPPAGE			
	Of all referrals to Hillingdon IDVA service, a minimum of 85% of clients will engage (risk assessment and safety plan implemented) (Baseline for 2015/16 = 83%)	82% (65 out of 79 new referrals) ON TRACK			
	Review and launch an updated Domestic Abuse Strategy for Hillingdon	Timeline prepared for discussion at DV Executive Group (September meeting)			
	Hold a White Ribbon Day event with partners.	Planning has started for the event - theme yet to be determined ON TRACK			
	Implement the agreed recommendations for DHR Charlotte	Work towards implementing the recommendations has commenced (separate confidential report to the SHP Board) ON TRACK			
	Submit to the Home Office the overview report for DHR#2	It is anticipated that the final report will be ready for consideration by the SHP in Jan 2017, with submission to the HO by March.			

PART I – MEMBERS, PUBLIC AND PRESS

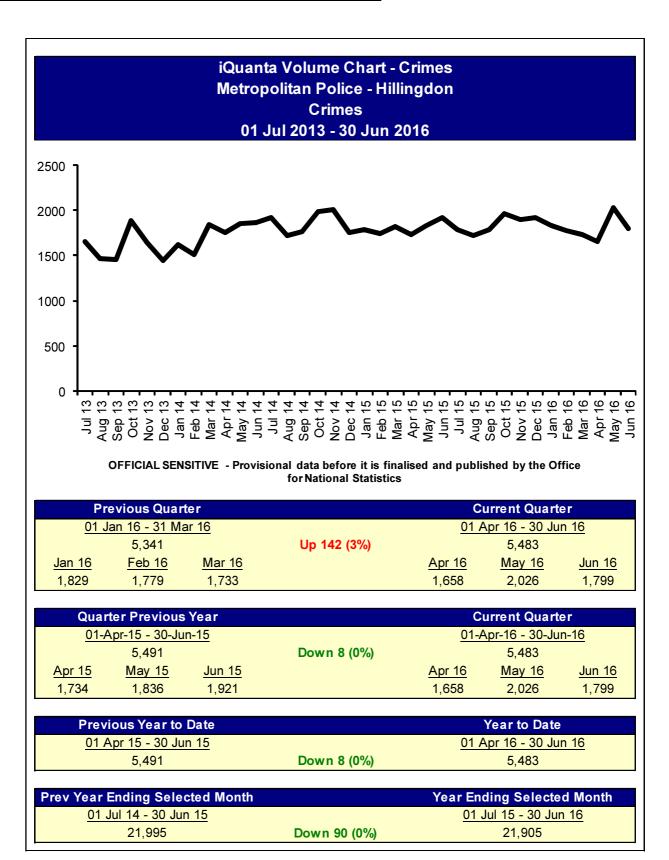
	ON TRACK		
	ON TRACK		
	ON TRACK		

	Priority Theme 2 - Reducing Offending									
Objective	Target	Q1	Q2	Q3	Q4					
Tackle youth offending	Reduce the number of first time entrants (FTE) by 8% (Baseline for 2015/16 = 142). Target = 131 FTE	Q1 = 29 FTE ON TRACK								
Address drug- related offending As a minimum, 30% of clients will achieve abstinence from heroin and/or crack within 6 months of having fully engaged with DIP (Baseline for 2015/16 = 21%)		34% (13 out of 38 clients achieved abstinence) ON TRACK								

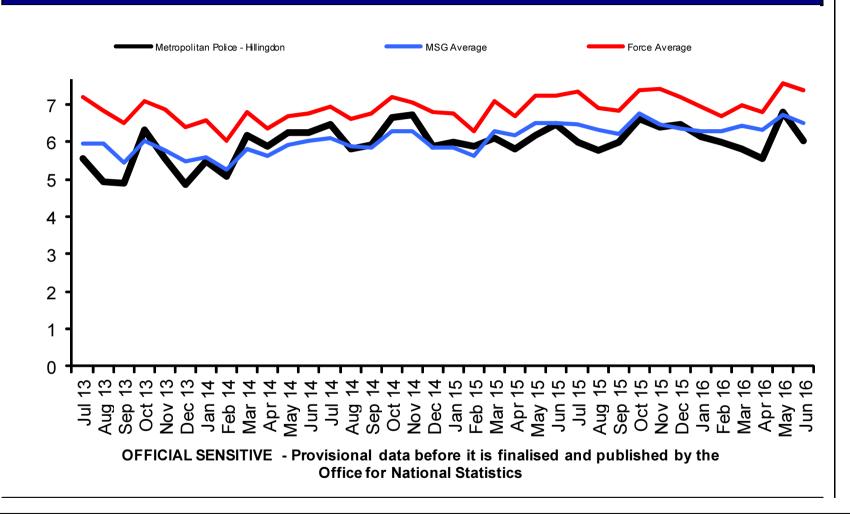
		Priority Theme 3 - Identify and protect	vulnerable residents and locations			
Ī	Objective	Target	Q1	Q2	Q3	Q4
Page	Reduce burglary	Reduce Burglary dwelling by 5% (Baseline for 2015/16 = 1413 offences). Target = 1342 offences	Q1 = 239 offences ON TRACK			
ώ		Distribute MetTrace liquid to 4,000 more homes (Last year 6,500 homes covered) - Restricted on this as locations are dictated by the manufacturers.	5375. Phase 1 was completed with 10728 delivered by June (4228 up on 6500). A further 1147 have also been delivered as part of phase 2.			
	Deal effectively with ASB	Continue to ensure 75% of ASB cases reported to the council are closed with a successful outcome (problem has been solved).	65% (767 from 1175) OFF TARGET (amended following the SHP Board meeting on 13.09.16)			
		Reduce repeat reports of ASB made to police by 10% (Baseline for Q4 2015/16 = 224)	Q1 = 218 ON TRACK			
		15% of perpetrators who are considered at the CR MARAC will receive a Criminal Behaviour Order (Baseline for 2015/16 = 15%)	To be reported on in Q3 onwards			

PART I – MEMBERS, PUBLIC AND PRESS

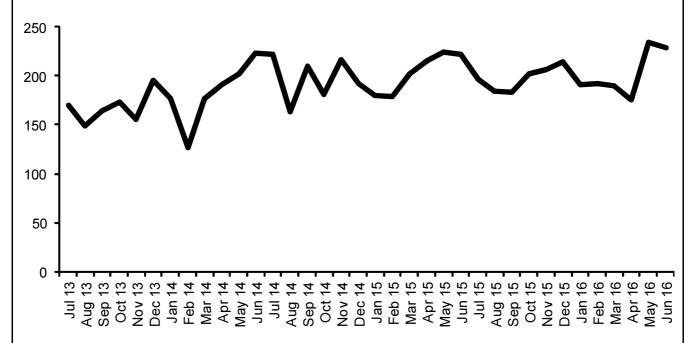
	Priority Theme 3 - Identify and protect	vulnerable residents and locations			
Objective	Target	Q1	Q2	Q3	Q4
Protect vulnerable residents from harm	85% of residents who are referred to the CR MARAC will have their vulnerability reduced through directed support (Baseline for 2015/16 = 82%)	78% (Out of the 37 clients the CR MARAC dealt with in Q1, 29 have had their vulnerability reduced) ON TRACK			
	55% of residents who are referred to the CR MARAC will have an enhanced mental health support where appropriate (Baseline for 2015/16 = 52%)	51% (19 out of 37 clients) ON TRACK			
	Increase cadet cybercrime presentations to elderly by 50 presentations to 1000 residents (Baseline for 2015/16 = 75 presentations to 2000 residents)	Q1 = 15 presentations to 520 residents ON TRACK			
	Reduce number of arson fires to 267 (195 stretch target) compared to 240 in 2015/16	Awaiting data from LFB			
	Carry out 2,400 HFSV -1,920(80%) in priority postcodes (Baseline for 2015/16 = 2595)	Awaiting data from LFB			
	Reduce number of dwelling fires to 148 (137 stretch target) compared to 150 in 2015/16	Awaiting data from LFB			
Improve		79.8%			
confidence through	Improve overall satisfaction rates with the Police by 10% (Baseline for 2015/16 = 74.7%). Target = 82%	SOME SLIPPAGE			
engagement with residents	Improve confidence with the Police by 10% (Baseline for 2015/16= 63%). Target = 69%	58% OFF TARGET (amended following the SHP Board meeting on 13.09.16)			



iQuanta Comparison Chart - Crimes per 1000 Residents Metropolitan Police - Hillingdon Crimes 01 Jul 2013 - 30 Jun 2016







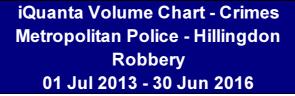
OFFICIAL SENSITIVE - Provisional data before it is finalised and published by the Office for National Statistics

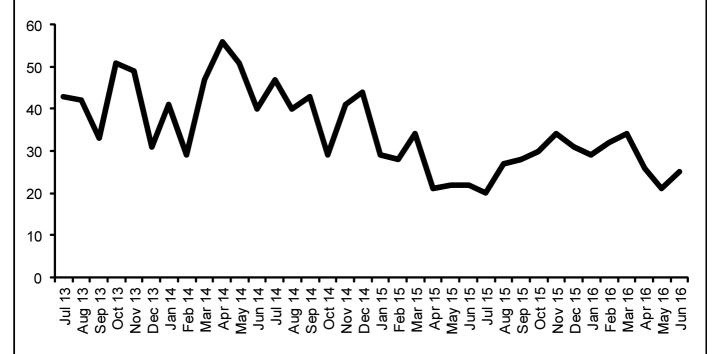
Pro	evious Quar	ter		Current Quarter			
<u>01 J</u>	an 16 - 31 Ma	ar 16		<u>01 A</u>	pr 16 - 30 Ju	n 16	
573			Up 65 (11%)	638			
<u>Jan 16</u>	Feb 16	Mar 16		<u> Apr 16</u>	May 16	<u>Jun 16</u>	
191	192	190		175	234	229	

Quar	ter Previous	Year		Current Quarter			
<u>01-</u>	Apr-15 - 30-Ju	n-1 <u>5</u>		<u>01-Apr-16 - 30-Jun-16</u>			
661			Down 23 (3%)		638		
Apr 15	May 15	<u>Jun 15</u>		Apr 16	May 16	<u>Jun 16</u>	
215	224	222		175	234	229	

Previous Year to Date		Year to Date
01 Apr 15 - 30 Jun 15		01 Apr 16 - 30 Jun 16
661	Down 23 (3%)	638

Prev Year Ending Selected Month		Year Ending Selected Month
<u>01 Jul 14 - 30 Jun 15</u>		<u>01 Jul 15 - 30 Jun 16</u>
2,406	Down 9 (0%)	2,397





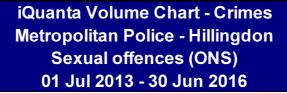
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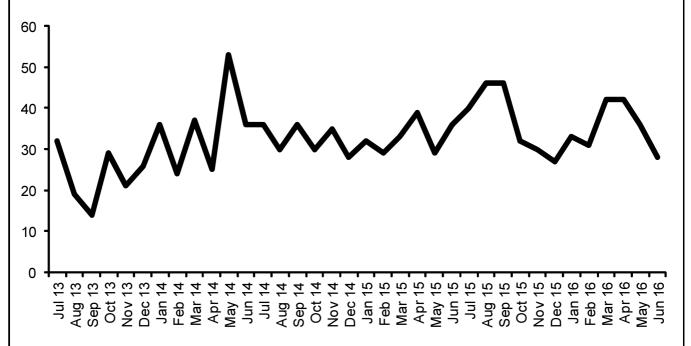
I	Pro	evious Quar	ter		Current Quarter			
	<u>01 J</u>	an 16 - 31 M a	ar 16		<u>01 Apr 16 - 30 Jun 16</u>			
	95			Down 23 (24%)	72			
	<u>Jan 16</u>	Feb 16	<u>Mar 16</u>		<u> Apr 16</u>	May 16	<u>Jun 16</u>	
	29	32	34		26	21	25	

Quar	ter Previous	Year		Current Quarter			
01-	Apr-15 - 30-Ju	n-15		<u>01-Apr-16 - 30-Jun-16</u>			
65			Up 7 (11%)		72		
Apr 15	May 15	<u>Jun 15</u>		<u> Apr 16</u>	May 16	<u>Jun 16</u>	
21	22	22		26	21	25	

Previous Year to Date		Year to Date
01 Apr 15 - 30 Jun 15		01 Apr 16 - 30 Jun 16
65	Up 7 (11%)	72

Prev Year Ending Selected Month		Year Ending Selected Month
01 Jul 14 - 30 Jun 15		<u>01 Jul 15 - 30 Jun 16</u>
400	Down 63 (16%)	337





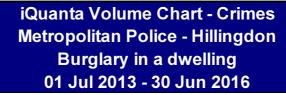
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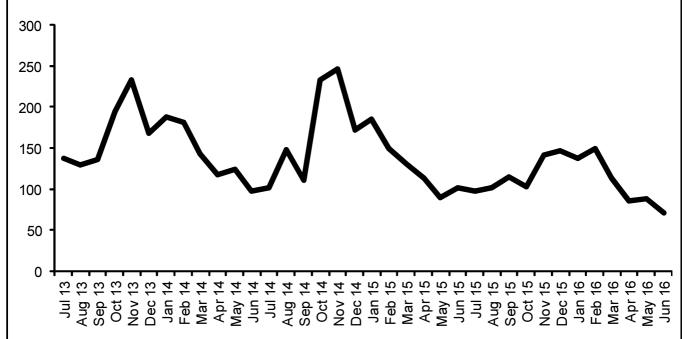
Pr	evious Quar	ter		Current Quarter			
<u>01 J</u>	an 16 - 31 Ma	ar 16		<u>01 Apr 16 - 30 Jun 16</u>			
106			No Change	106			
<u>Jan 16</u>	Feb 16	Mar 16		Apr 16	May 16	<u>Jun 16</u>	
33	31	42		42	36	28	

Quar	ter Previous	Year	Current Quarter			
01-4	Apr-15 - 30-Ju	n-1 <u>5</u>		<u>01-Apr-16 - 30-Jun-16</u>		
	104		Up 2 (2%)	106		
Apr 15	May 15	<u>Jun 15</u>		<u> Apr 16</u>	May 16	<u>Jun 16</u>
39	29	36		42	36	28

Previous Year to Date		Year to Date
01 Apr 15 - 30 Jun 15		01 Apr 16 - 30 Jun 16
104	Up 2 (2%)	106

Prev Year Ending Selected Month		Year Ending Selected Month
<u>01 Jul 14 - 30 Jun 15</u>		<u>01 Jul 15 - 30 Jun 16</u>
393	Up 40 (10%)	433





OFFICIAL SENSITIVE - Provisional data before it is finalised and published by the Office for National Statistics

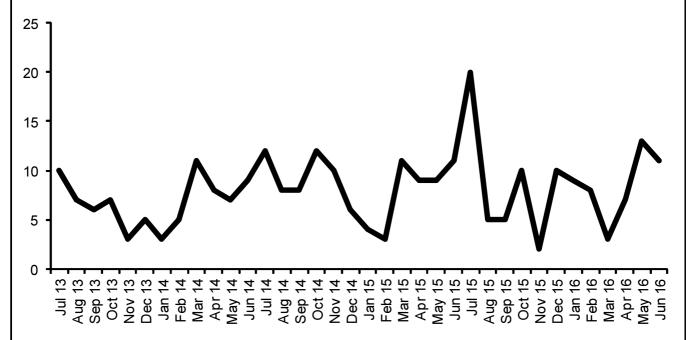
Pro	evious Quar	ter	Current Quarter			
<u>01 J</u>	an 16 - 31 Ma	ar 16		<u>01 Apr 16 - 30 Jun 16</u>		
401			Down 157 (39%)	244		
<u>Jan 16</u>	Feb 16	Mar 16		<u> Apr 16</u>	<u>May 16</u>	<u>Jun 16</u>
137	150	114		85	88	71

I	Quar	ter Previous	Year		Current Quarter			
Ī	<u>01-</u>	Apr-15 - 30-Ju	n-1 <u>5</u>		01-Apr-16 - 30-Jun-16			
	305			Down 61 (20%)	244			
	Apr 15	<u>May 15</u>	<u>Jun 15</u>		<u> Apr 16</u>	<u>May 16</u>	<u>Jun 16</u>	
	114	90	101		85	88	71	

Previous Year to Date	o Date Year to Date		
01 Apr 15 - 30 Jun 15		<u>01 Apr 16 - 30 Jun 16</u>	
305	Down 61 (20%)	244	

Prev Year Ending Selected Month		Year Ending Selected Month
<u>01 Jul 14 - 30 Jun 15</u>		<u>01 Jul 15 - 30 Jun 16</u>
1,783	Down 431 (24%)	1,352





OFFICIAL SENSITIVE - Provisional data before it is finalised and published by the Office for National Statistics

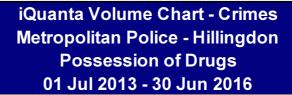
ı	Pro	evious Quar	ter		Current Quarter			
I	<u>01 J</u>	an 16 - 31 Ma	ar 16		01 Apr 16 - 30 Jun 16			
	20			Up 11 (55%)	31			
	<u>Jan 16</u>	<u>Feb 16</u>	<u>Mar 16</u>		<u> Apr 16</u>	<u>May 16</u>	<u>Jun 16</u>	
	9	8	3		7	13	11	

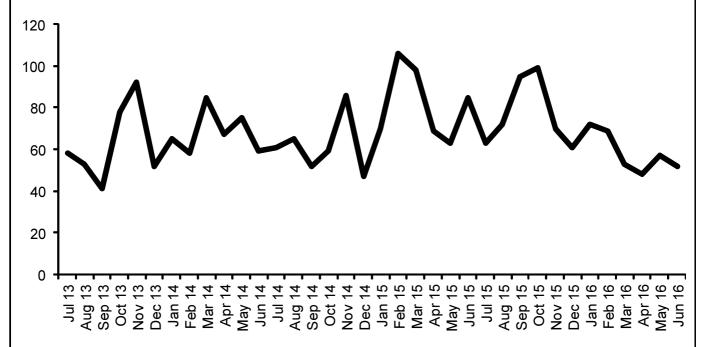
I	Quar	ter Previous	Year		Current Quarter			
Ī	<u>01-</u>	Apr-15 - 30-Ju	n-1 <u>5</u>		01-Apr-16 - 30-Jun-16			
	29			Up 2 (7%)				
	Apr 15	May 15	<u>Jun 15</u>		Apr 16	May 16	<u>Jun 16</u>	
	9	9	11		7	13	11	

Previous Year to Date		Year to Date
01 Apr 15 - 30 Jun 15		01 Apr 16 - 30 Jun 16
29	Up 2 (7%)	31

Prev Year Ending Selected Month		Year Ending Selected Month
<u>01 Jul 14 - 30 Jun 15</u>		<u>01 Jul 15 - 30 Jun 16</u>
103	No Change	103

Please note - this chart uses police data (arson reported to the police), not data recorded by the London Fire Brigade and will therefore differ from the data used to report performance against the annual targets.





OFFICIAL SENSITIVE - Provisional data before it is finalised and published by the Office for National Statistics

Pro	evious Quar	ter		C	urrent Quart	er
<u>01 J</u>	an 16 - 31 Ma	ar 16		<u>01 <i>A</i></u>	Apr 16 - 30 Ju	<u>n 16</u>
	194		Down 37 (19%)		157	
<u>Jan 16</u>	Feb 16	Mar 16		Apr 16	May 16	<u>Jun 16</u>
72	69	53		48	57	52

Quar	ter Previous	Year		C	urrent Quart	er
01-4	Apr-15 - 30-Ju	n-15		<u>01-<i>F</i></u>	Apr-16 - 30-Ju	n-16
	217		Down 60 (28%)		157	
Apr 15	May 15	<u>Jun 15</u>		Apr 16	May 16	<u>Jun 16</u>
69	63	85		48	57	52

Previous Year to Date		Year to Date
01 Apr 15 - 30 Jun 15		01 Apr 16 - 30 Jun 16
217	Down 60 (28%)	157

Prev Year Ending Selected Month		Year Ending Selected Month
<u>01 Jul 14 - 30 Jun 15</u>		<u>01 Jul 15 - 30 Jun 16</u>
861	Down 50 (6%)	811

Agenda Item 5

EXTERNAL SERVICES SCRUTINY COMMITTEE - WORK PROGRAMME 2016/2017

Contact Officer: Nikki O'Halloran Telephone: 01895 250472

Appendix A: Work Programme 2016/2017

REASON FOR ITEM

To enable the Committee to track the progress of its work in 2016/2017 and forward plan its work for the new municipal year.

OPTIONS OPEN TO THE COMMITTEE

Members may add, delete or amend future items included on the Work Programme. The Committee may also make suggestions about future issues for consideration at its meetings.

INFORMATION

1. The Committee's meetings tend to start at either 5pm or 6pm and the witnesses attending each of the meetings are generally representatives from external organisations, some of whom travel from outside of the Borough. The meeting dates for this municipal year are as follows:

Meetings	Room
Wednesday 15 June 2016, 6pm	CR3
CANCELLED Tuesday 12 July 2016, 6pm	CR6
Thursday 15 September 2016, 6pm	CR6
Thursday 6 October 2016, 6pm	CR6
Tuesday 15 November 2016, 6pm	CR6
Thursday 12 January 2017, 6pm	CR6
Wednesday 15 February 2017, 6pm	CR6
Wednesday 15 March 2017, 6pm	CR6
Wednesday 26 April 2017, 6pm	CR6
Thursday 27 April 2017, 6pm	CR6

2. It has been agreed by Members that consideration will be given to revising the start time of each meeting on an ad hoc basis should the need arise. Further details of the issues to be discussed at each meeting can be found at Appendix A. Members will note that, following the meeting on 15 September 2016, it was agreed that the meeting scheduled for 15 November 2016 would look at the LAS action plan and the meeting on 15 February 2017 would receive an update in relation to child sexual exploitation (CSE).

Scrutiny Reviews

- 3. Following an informal meeting on 12 July 2016, Members identified the following issues as potential review topics for future meetings:
 - Fire Brigade / LAS the impact of hoax calls and action being taken to deal with hoax callers. Is there provision for the Fire Brigade to provide medical services in the absence of the ambulance service?

- Child Sexual Exploitation update on the partnership work being undertaken in the Borough to address CSE.
- **London Ambulance Service** (LAS) update on the action plan following the CQC inspection.
- **CAMHS** possible joint major review with Children, Young People and Learning POC in 2016/2017.
- **First responders** is consideration being given to introducing these in Hillingdon?
- **Community Sentencing** how many community sentences are given out, how effective is community sentencing, how does community sentencing work, what type of work is involved in a community sentence?
- **Safe and Sustainable** update on the proposal to withdraw paediatric congenital cardiac services from the Royal Brompton Hospital.
- **Domestic Abuse** the provision of mental health support services available to victims.
- **Utilities** to look at the strategic provision of utility services for a growing population in the Borough.
- Community Policing / Ward Panels / Safer Neighbourhood Board update.
- 4. Those issues highlighted in italics have been included within the Work Programme attached at Appendix A.

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None.

PART I – MEMBERS, PUBLIC AND PRESS

EXTERNAL SERVICES SCRUTINY COMMITTEE 2016/2017 WORK PROGRAMME

NB – all meetings start at 6pm in the Civic Centre unless otherwise indicated.

Shading indicates completed meetings

Meeting Date	Agenda Item
15 June 2016	Health To receive the following updates: 1. North West London Collaboration of CCGs - NWL mental health 'Like Minded' strategy 2. Strategic service delivery plan for Out of Hospital Care
12 July 2016	MEETING CANCELLED
15 September 2016	Health Performance updates and updates on significant issues: 1. The Hillingdon Hospitals NHS Foundation Trust 2. Royal Brompton & Harefield NHS Foundation Trust 3. Central & North West London NHS Foundation Trust 4. The London Ambulance Service NHS Trust 5. Public Health 6. Hillingdon Clinical Commissioning Group 7. Healthwatch Hillingdon Health To receive a performance update and the annual report of Healthwatch Hillingdon.
6 October 2016	Crime & Disorder To scrutinise the issue of crime and disorder in the Borough: 1. London Borough of Hillingdon 2. Metropolitan Police Service (MPS) 3. Safer Neighbourhoods Team (SNT) 4. London Fire Brigade 5. London Probation Area 6. British Transport Police 7. Hillingdon Clinical Commissioning Group (CCG) 8. Public Health London Fire Brigade To receive an update on the impact of hoax calls and action being taken to deal with hoax callers. To identify whether or not there is provision for the Fire Brigade to provide medical services in the absence of the ambulance service.

Meeting Date	Agenda Item
15 November 2016	London Ambulance Service - update on the action plan following the CQC inspection
	Major Review 2 (2015/2016): Consideration of final report from the GP Pressures Working Group
	Major Review 1 (2016/2017) : Consideration of a scoping report and the formulation of a Working Group to undertake a major review on behalf of the Committee
12 January 2017	Health Performance updates and updates on significant issues: 1. The Hillingdon Hospitals NHS Foundation Trust 2. Royal Brompton & Harefield NHS Foundation Trust 3. Central & North West London NHS Foundation Trust 4. The London Ambulance Service NHS Trust 5. Public Health 6. Hillingdon Clinical Commissioning Group 7. Healthwatch Hillingdon
	Major Review 1 (2016/2017): Consideration of final report from the Working Group
	Major Review 2 (2016/2017): Consideration of the scoping report
15 February 2017	Child Sexual Exploitation (CSE) Update on the work being undertaken by the Council to prevent CSE.
15 March 2017	Crime & Disorder To scrutinise the issue of crime and disorder in the Borough: 1. London Borough of Hillingdon 2. Metropolitan Police Service (MPS) 3. Safer Neighbourhoods Team (SNT) 4. London Fire Brigade 5. London Probation Area 6. British Transport Police 7. Hillingdon Clinical Commissioning Group (CCG) 8. Public Health
	Major Review 2 (2016/2017): Consideration of final report from the Working Group
	Update on the implementation of recommendations from previous scrutiny reviews: • Alcohol Related Admissions Amongst Under 18s

Meeting Date	Agenda Item
26 April 2017 (additional meeting)	Quality Account Reports & CQC Evidence Gathering To receive presentations from the local Trusts on their Quality Account 2016/2017 reports and to gather evidence for submission to the CQC: 1. The Hillingdon Hospitals NHS Foundation Trust 2. Central & North West London NHS Foundation Trust 3. Local Medical Committee 4. Public Health 5. Hillingdon Clinical Commissioning Group (HCCG) 6. Care Quality Commission (CQC) 7. Healthwatch Hillingdon
27 April 2017	Quality Account Reports & CQC Evidence Gathering To receive presentations from the local Trusts on their Quality Account 2016/2017 reports and to gather evidence for submission to the CQC: 1. Royal Brompton & Harefield NHS Foundation Trust 2. The London Ambulance Service NHS Trust 3. Local Dental Committee 4. Public Health 5. Hillingdon Clinical Commissioning Group (HCCG) 6. Care Quality Commission (CQC) 7. Healthwatch Hillingdon

Possible future single meeting or major review topics and update reports

- 1. CAMHS possible joint major review with Children, Young People and Learning POC in 2016/2017.
- 2. Fire Brigade / LAS the impact of hoax calls and action being taken to deal with hoax callers. Is there provision for the Fire Brigade to provide medical services in the absence of the ambulance service?
- 3. First responders is consideration being given to introducing these in Hillingdon?
- 4. Community Sentencing how many community sentences are given out, how effective is community sentencing, how does community sentencing work, what type of work is involved in a community sentence?
- 5. Safe and Sustainable update on the proposal to withdraw paediatric congenital cardiac services from the Royal Brompton Hospital.
- 6. Child Sexual Exploitation update on the partnership work being undertaken in the Borough to address CSE.
- 7. Domestic Abuse the provision of mental health support services available to victims.
- 8. Utilities to look at the strategic provision of utility services for a growing population in the Borough.
- 9. Community Policing / Ward Panels / Safer Neighbourhood Board update.
- 10. London Ambulance Service update on the action plan following the CQC inspection.

1st MAJOR SCRUTINY REVIEW (WORKING GROUP)

Members of the Working Group:

• Councillors TBA

Topic: TBA

Meeting	Action	Purpose / Outcome
ESSC: 15 June 2016	Agree Scoping Report	Information and analysis
Working Group: 1 st Meeting - TBA	Introductory Report / Witness Session 1	Evidence and enquiry
Working Group: 2 nd Meeting - TBA	Witness Session 2	Evidence and enquiry
Working Group: 3 rd Meeting - TBA	Draft Final Report	Proposals – agree recommendations and final draft report
ESSC: 15 November 2016	Consider Draft Final Report	Agree recommendations and final draft report
Cabinet: 15 December 2016 (Agenda published 7 December 2016)	Consider Final Report	Agree recommendations and final report

Additional stakeholder events, one-to-one meetings and site visits can also be set up to gather further evidence.