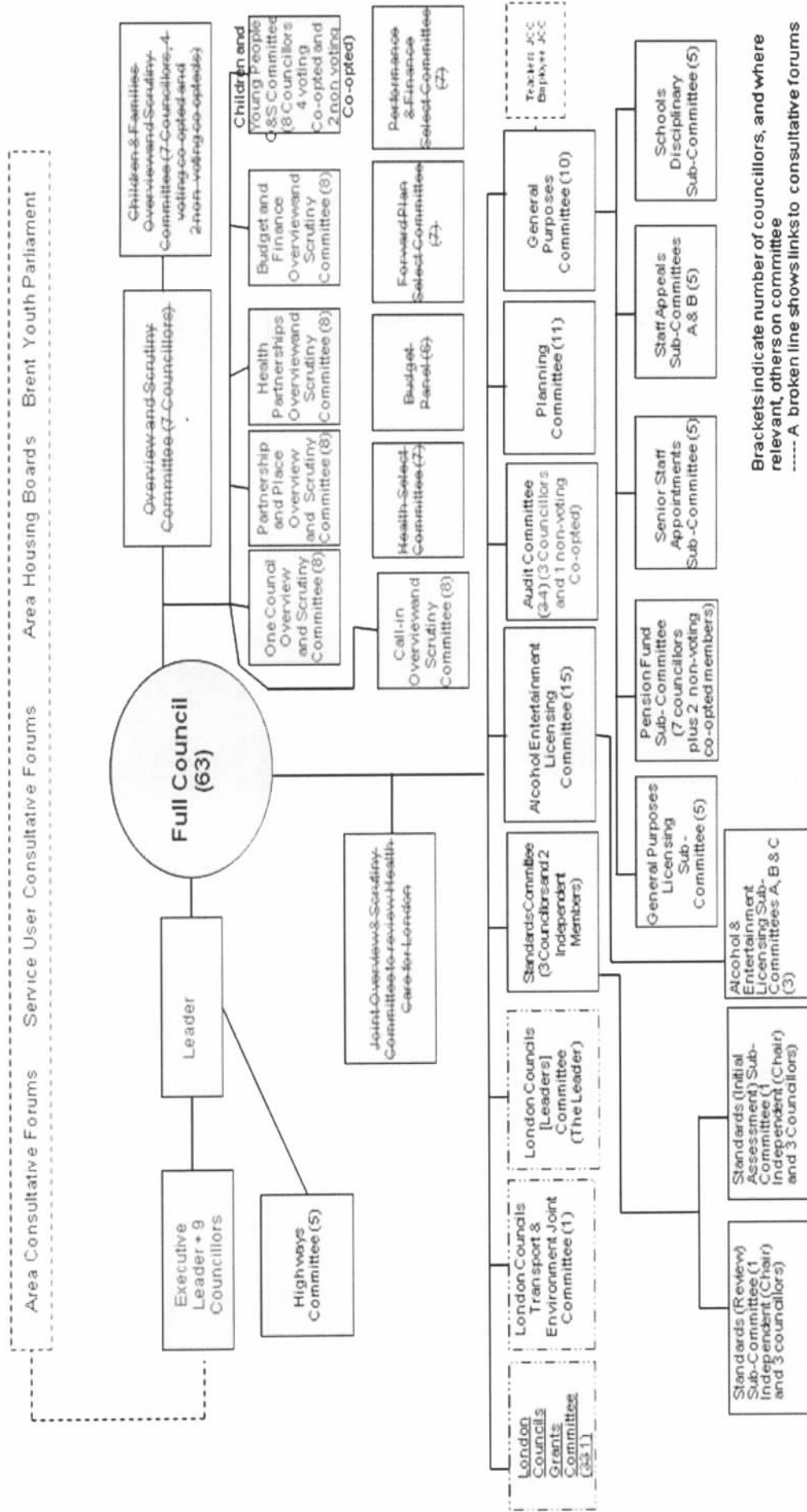


# APPENDIX A

# LONDON BOROUGH OF BRENT DECISION MAKING STRUCTURE CHART



## Article 6 – The Overview and Scrutiny Committees and Sub-Committees

### Introduction

6.1 Effective, independent and rigorous examination of the proposals and decisions made by the Executive are a significant feature of the Council's executive arrangements and provide a key role for non-executive members. Overview and scrutiny is the mechanism for holding the Executive publicly to account. This function gives non-executive members a significant opportunity to contribute to the proposals of the Executive, for example concerning the budget, as well as contributing to development of policy, reviewing the impact of policy decisions on the Borough and reviewing the quality of service performance. The Council has established five main overview & scrutiny committees. These are: the One Council Overview and Scrutiny Committee, the Partnerships & Place Overview and Scrutiny Committee, the Health Partnerships Overview and Scrutiny Committee the Budget and Finance Overview and Scrutiny Committee and the Children and Young People Overview and Scrutiny Committee. In addition a Call-in Overview & Scrutiny Committee has been established that will meet only when an Executive decision has been called-in.

6.2 All of the overview and scrutiny committees shall comprise of 8 members of the Council who shall not be members of the Executive, the Children and Young People Overview and Scrutiny Committee shall comprise of 8 members of the Council who shall not be members of the Executive, 4 voting co-opted members and 2 non-voting co-opted members appointed in accordance with Standing Order 54. Members, chairs and vice chairs of the committees will be appointed to these committees by Full Council.

### Annual Report and Work Programmes

6.3 Each committee will be responsible for developing and agreeing its own work programme. The work programmes will be co-ordinated via an informal Chair's group

6.4 An annual report on the activities of all of the overview and scrutiny committee will be produced and published

6.5 More information about the membership of the overview and scrutiny committee is contained in Part 5 of this Constitution.

### General Role

6.6 Within their terms of reference, the committees will:

- (a) make reports and/or recommendations to Full Council and/or the Executive, and/or partners as appropriate, in connection with the discharge of any relevant functions of the Council or partner organisations;

(b) make reports and/or recommendations to Full Council and/or the Executive, as appropriate, on matters which affect the Council's area or its inhabitants; and

(c) review and/or scrutinise decisions made, or actions taken, in connection with the discharge of any of the functions of the Executive or the Council and the Call-in Overview & Scrutiny Committee will exercise the right to call-in, for reconsideration, decisions made but not yet implemented by the Executive.

6.7 The One Council Overview and Scrutiny Committee, the Children and Young People Overview and Scrutiny Committee, the Partnership and Place Overview and Scrutiny Committee and the Health Partnerships Overview and Scrutiny Committee may establish time limited task groups to consider a set of issues or a service or part of a service or decision or other action taken or to be taken which will then report back to the relevant parent committee.

### **Terms of Reference**

6.8 The overview and scrutiny committees shall carry out the functions specified in Part 5 of, and elsewhere in, the Constitution but subject to the limitations and exceptions specified therein and may not discharge any other functions. The terms of reference for the overview & scrutiny committees are set out in Part 5 of this Constitution.

In summary they will:

- assist the Council and the Executive in the development of the Budget and Policy Framework by in-depth analysis of policy issues;
- consult with external organisations operating in the area to ensure that the interests of local people are enhanced by partnership and collaborative working;
- review and/or scrutinise the decisions made or to be made or other action taken or to be taken in connection with the discharge of any of the Council's functions; and
- review the performance of the Executive, other committees and sub-committees and officers and partners both in relation to individual decisions and over time.

### **Annual Work Programme and Annual Report**

6.9 The overview and scrutiny committees will produce and publish an annual report on their work.

### **Proceedings of the Overview and Scrutiny Committees**

6.10 The overview and scrutiny committees will conduct their proceedings in accordance with Standing Orders and the Access to Information Rules.

6.11 If any of the overview and scrutiny committees intend to receive a report back from a task group of the committee an Executive member will be allowed to address it at

the meeting that receives the report and the time allowed for this will be determined by the Chair acting reasonably.

### **Members' Rights to Request Scrutiny**

6.12 Any member of the overview and scrutiny committees may, by giving written notice to the Democratic Services Manager, request that any matter which is relevant to the functions of the committee as the case may be is included in the agenda for, and is discussed at, a meeting of the committee such notice to be given at least 21 days prior to the date of the meeting at which the member wishes to raise the said matter.\*

### **Councillor Call for Action**

6.13 Any member of the council may, by giving written notice to the Democratic Services Manager, request that any local government matter (as defined by section 21A of the Local Government Act 2000) which is relevant to the functions of an overview and scrutiny committee be included in the agenda for, and be discussed at, a meeting of the committee.

6.14 Any member of the council may, by giving written notice to the Democratic Services Manager, request that a local crime and disorder matter (as defined by the Police and Justice Act 2006) be included in the agenda for, and be discussed at, a meeting of the Partnership and Place Overview and Scrutiny Committee.

6.15 The terms of reference of the each overview and scrutiny committee contains a power for the committee to consider a Councillor Call for Action in relation to a local government matter or in the case of the Partnership and Place Overview and Scrutiny Committee, a local crime and disorder matter.

6.16 Prior to referring a local government or local crime and disorder matter to overview and scrutiny a member should refer to the Council's Councillor Call for Action protocol which provides further information about the Call for Action process.

~~6.1 Effective, independent and rigorous examination of the proposals and decisions made by the Executive are a significant feature of the Council's executive arrangements and provide a key role for non-executive members. Overview and Scrutiny is the mechanism for holding the Executive publicly to account. This function gives non-executive members a significant opportunity to contribute to the proposals of the Executive, for example concerning the budget, as well as reviewing the quality of service performance and the impact of policy decisions on the Borough. The Council has established a main Overview & Scrutiny Committee which has four sub-committees, namely the Forward Plan Select Committee, the Performance & Finance Select Committee, the Health Select Committee and the Budget Panel. The Council has also established a dedicated Children and Families Overview and Scrutiny Committee.~~

~~6.2 The Overview and Scrutiny Committee shall comprise of 7 members of the Council who shall not be members of the Executive, the Children and Families Overview and Scrutiny Committee shall comprise of 7 members of the Council who shall not be members of the Executive, 4 voting co-opted members and 2 non-voting co-opted members appointed in accordance with Standing Order 54.~~

## **OVERVIEW AND SCRUTINY COMMITTEES**

### **ONE COUNCIL OVERVIEW AND SCRUTINY COMMITTEE**

#### **Membership**

- The committee is comprised of 8 councillors
- None of the members shall be members of the Executive.

#### **Terms of reference**

The One Council Overview and Scrutiny Committee shall perform the following functions. These functions are subject to the limitations set out below.

1. To scrutinise the decisions made or other action taken in connection with the discharge of any of the authority's Executive functions.
2. To scrutinise the performance of the Executive, both in relation to individual decisions and over a period of time.
3. To review and scrutinise the decisions and performance of the Council.
4. To review the decisions and performance of the Executive and other parts of the Council and to make reports and/or recommendations to the Council in connection with the discharge of Council functions and to the Executive in connection with the discharge of Executive functions, or to their respective committees or sub-committees as the case may be.
5. To make reports and/or recommendations to the Council and/or the Executive or their committees or sub-committees on matters which affect the Council's area or the inhabitants of that area.
6. To scrutinise the development and the implementation of the Council's 'One Council' agenda, and review the outcomes.
7. To assist the Council and the Executive in the development of the authority's Policy Framework by in depth analysis of policy issues.
8. To consider any matter appearing in the Forward Plan or on any current or forthcoming agenda of the Executive and to call before the committee a member of the Executive or any Service Area or Corporate Director to provide a briefing on any matter appearing in the Forward Plan or on any current or forthcoming agenda of the Executive.
9. To establish task groups.
10. To conduct research and community and other consultation, in the analysis of policy issues and possible options and consider and recommend mechanisms to encourage and enhance community participation in the development of policy options.
11. To monitor property and asset acquisition and disposal and the procurement and letting of contracts
12. To consider matters relating to the operation of the overview and scrutiny functions and matters relating to the role of members generally.
13. To consider reports or outcomes of inspections by internal or external inspectors or auditors relating to the performance of the council.

14. To consider any corporate or cross cutting issues relating to Human Resources and staffing issues.
15. To consider appeals on petitions as set out in the council's petitions scheme except those in relation to children and young people's issues.
16. To consider any matters referred to the One Council Overview and Scrutiny Committee under section 21A of the Local Government Act 2000 (Councillor Call for Actions) which relate to the functions of this committee.
17. To develop and implement its work programme.
18. To produce and publish together with the other overview & scrutiny committees an annual report on its workings.
19. To perform any other functions allocated to One Council Overview and Scrutiny Committees by any Act of Parliament falling within its terms of reference.

### **Limitations**

- (a) The One Council Overview and Scrutiny Committee will not normally, and not without special reason, scrutinise decisions made in respect of matters concerning individual applications for consent, permission, approval or grants, particularly individual decisions on planning, licensing, registration, etc.
- (b) The One Council Overview and Scrutiny Committee may only consider matters relating to school education in so far as is necessary to enable it to properly consider an issue or matter relating to some other function or functions of the Council, including the overall direction and/or performance of the Council.

## **PARTNERSHIP AND PLACE OVERVIEW AND SCRUTINY COMMITTEE**

### **Membership**

- The committee is comprised of 8 councillors.
- None of the members shall be members of the Executive.

### **Terms of Reference**

The Partnership and Place Overview & Scrutiny Committee shall perform the following functions. These functions are subject to the limitations set out below.

1. To scrutinise the performance of any person or body carrying out any function on behalf of or in partnership with the council (other than health functions).
2. To consult with external organisations operating in the borough, whether national, regional or local to ensure that the interests of local people are enhanced by partnership collaborative working.
3. To review the delivery of the Local Strategic Partnership's work programmes and those of its thematic groups and review the delivery of joint partnership objectives.
4. To review the performance of partners and other local bodies in the area and invite report from them by requesting them to address the Partnership and Performance Overview and Scrutiny Committee about their activities and performance.
5. To develop and implement its work programme
6. To perform the functions allocated to overview and scrutiny committees under section 19 of the Police and Justice Act 2006, namely:
  - (a) review or scrutinise decisions made or action taken by the Council in connection with the discharge of the Council's crime and disorder functions
  - (b) make reports or recommendations to the Council with respect to the discharge of the Council's crime and disorder functions
  - (c) to make a report or recommendations to the Council (if it chooses to do so) in relation to a local crime and disorder matters referred to it by a member – Councillor Call for Action crime and disorder.
7. To consider any matters referred to the committee under section 21A of the Local Government Act 2000 (Councillor Call for Action) relating to the functions of this committee
8. To conduct research and community and other consultation, in the analysis of policy issues and possible options.
9. To produce and publish together with the other overview & scrutiny committees an annual report on its workings
10. To set up task groups



## **HEALTH PARTNERSHIPS OVERVIEW AND SCRUTINY COMMITTEE**

### **Membership**

- The committee is comprised of 8 councillors.
- None of the members shall be members of the Executive.

### **Terms of reference**

The Health Partnerships Overview and Scrutiny Committee shall perform the following functions. These functions are subject to the limitations set out below.

1. To scrutinise and review the performance or general activities of health providers in the area.
2. To consider any matters referred to the Health Partnerships Overview & Scrutiny Committee under section 21A of the Local Government Act 2000 (Councillor Call for Action) relating to the functions of this committee
3. To review and make recommendations on health, health partnerships, health inequalities and well being initiatives delivered by the council or in partnership.
4. To conduct research and community and other consultation, in the analysis of policy issues and possible options.
5. To establish task groups.
6. To develop and implement its work programme.
7. To produce and publish together with the other overview & scrutiny committees an annual report on its workings.

<sup>AND</sup>  
**BUDGET & FINANCE OVERVIEW AND SCRUTINY COMMITTEE**

**Membership**

- The Committee is comprised of 8 councillors.
- None of the members shall be members of the Executive.

**Terms of Reference**

The Budget and Finance Overview and Scrutiny Committee shall perform the following functions. These functions are subject to the limitations set out below.

1. To participate in the budget setting process in accordance with the provisions of Standing Order 25.
2. To facilitate the setting of the Council's budget within the context of the Corporate Strategy and any other overarching partnership strategies.
3. To support the longer term service planning of the Council by focussing its discussions on the Medium Term Financial Strategy, the principles for budget setting, the robustness of the budget and the ability to deliver savings, key revenue budget outputs and decisions, and key capital budget outputs and decisions.
4. To monitor spend compared to budget and the management of financial and other resources of the council and spend compared to budget.
5. To produce and publish together with the other overview and scrutiny committees an annual report on its workings.
6. To consider any matters referred to the committee under section 21A of the Local Government Act 2000 relating to the functions of this committee (Councillor Call for Action).

## **CHILDREN AND YOUNG PEOPLE OVERVIEW AND SCRUTINY COMMITTEE**

### **Membership**

- The Committee consists of 14 members in total comprising 8 councillors, 4 voting education co-opted members and 2 non-voting education co-opted members.
- None of the members shall be members of the Executive.

### **Terms of Reference**

The Children and Young People Overview and Scrutiny Committee shall perform the following functions. These functions are subject to the limitations set out below.

1. To scrutinise the decisions or actions of the Executive or the Council or any part of them in relation to children and young people and to carry out the following functions in respect thereof:
2. To undertake in depth monitoring of any function or service relating to children and young people.
3. To consider any report or outcome of any review or inspection relating to any function or service relating to children and young people.
4. To monitor the implementation of any action plans arising from any such review or inspection.
5. To request reports on specific issues of concern.
6. To consider any issues arising from a consultative forum or other consultation exercises.
7. To establish task groups.
8. To develop and implement its work programme.
9. To consider any matters referred to the Children and Young Peoples Overview and Scrutiny Committee under section 21A of the Local Government Act 2000 (Councillor Call for Action) which relate to the functions of this committee.
10. To produce and publish together the other overview & scrutiny committees an annual report on its workings.
11. To consider appeals on petitions relating to children and young people's issues

### **Limitation**

The voting co-opted members may only vote on matters relating to school education and the non-voting co-opted members may not vote on any matter.

## **CALL IN OVERVIEW AND SCRUTINY COMMITTEE**

### **Membership**

- The Committee is comprised of 8 councillors.
- None of the members shall be members of the Executive.

The Chair of the One Council Overview and Scrutiny Committee shall be the Chair of the Call in Overview and Scrutiny Committee

### **Terms of Reference**

1. To meet as and when required to consider any matter 'called in' in accordance with Standing Orders and to make recommendations thereon.

### **Limitations**

- (a) Where officers or members are called before the committee, additional technical support may be provided from other officers where appropriate

# **APPENDIX B**

RESPONSIBILITY FOR FUNCTIONS

Regulations	petitions.	
Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000	All references to the proper officer.	Democratic Services Manager unless otherwise specified in the Regulations or the Constitution.
Local Authorities (Conduct of Referendums) (England) Regulations 2001	All references to the proper officer.	Chief Executive
Public Health (Control of Diseases) Act 1984 and the Public Health (Infectious Diseases) Regulations 1988	All references to the proper officer	Director of Environment and Culture
Section 36 FOIA 2000	Qualified person for decision on exempt information not to be disclosed	Borough Solicitor
Regulation 4 LASSNHSCR 2009	All references to the responsible person	Director of Housing and Community Care
<u>Local Democracy, Economic Development and Construction Act 2009 S31</u>	<u>To provide and support to overview and scrutiny committees</u>	<u>Director of Policy and Regeneration</u>
Generally *	Any other proper officer function not otherwise designated.	Chief Executive

# **APPENDIX C**

- (d) ~~There shall be recorded in the minutes of any meeting of Full Council any declarations of interests made by members in accordance with the Brent Members Code of Conduct both in the minute concerning the declaration of interests item itself and in the minute concerning the item of business to which the declaration relates.~~

## MEETINGS OF FULL COUNCIL

### 27. Types of Meeting

- (a) Full Council shall hold an **Annual Meeting** each year, to be held on such day in the month of March, April or May as the Council may determine.
- (b) The Council may in every year hold, in addition to the Annual Meeting, such other meetings on such days as it may determine which shall be called **Ordinary Meetings**.
- (c)\* A meeting called by the Mayor (or, in the absence of the Mayor, by the Deputy Mayor) or otherwise called under the provisions of paragraph 3 of Part I of Schedule 12 of the Local Government Act 1972 is referred to as an "**Extraordinary Meeting**".
- (d) If required by law or otherwise a **Special Meeting** may be held for the principal purpose of transacting a specific item or specific items of business.

### 28. Time of Meeting

All Ordinary Meetings of Full Council shall be held at 7.00 pm at Brent Town Hall, or otherwise as determined by Full Council or, in the case of an Extraordinary Meeting, as determined by the Mayor, or if called other than by the Mayor, as determined by the Democratic Services Manager. The Annual Council Meeting shall be held at Brent Town Hall, or as otherwise determined by Full Council, at a time to be decided by the Democratic Services Manager.

### 29. Intervals

At any meeting of Full Council there may be an interval if the Mayor so directs and, if he or she does so direct, for such period as specified by him or her.

### 30\*. Chair of Meeting

Any powers or duties of the Mayor in relation to the conduct of a meeting of Full Council may be exercised by the Deputy Mayor if present and chosen by the meeting to chair that meeting, or if the Deputy Mayor is not present or is not chosen by the meeting, by another councillor chosen by the meeting to chair the meeting.

### 31. Quorum of Meetings of Full Council

- (a)\* A quorum for a meeting of Full Council shall be one quarter of the whole number of members of the Council.
- (b)\* If at the time appointed for the meeting and during the succeeding twenty minutes, a quorum of members shall not be present, no business shall be transacted.



- (c) During any meeting of Full Council, the Mayor may require the division bell to be rung and if, one minute after the bell has been rung, the Mayor counts the number of members present and declares the meeting inquorate, the meeting shall stand adjourned.
- (d) The consideration of any business not transacted shall be adjourned to a time fixed by the Mayor at the time the meeting is adjourned or if the Mayor does not fix a time, to the next ordinary meeting of Full Council.

### **32. The Annual Meeting**

At the Annual Meeting of Full Council, the order of business shall be as follows:-

(a)\* **Mayor:**

To elect the Mayor for the following year.

(b) **Deputy Mayor:**

If so signified to receive the Mayor's intimation in writing of the appointment by the Mayor of a Councillor of the Borough to be Deputy Mayor.

(c) **Election results and acceptance of office:**

To receive the report of the Chief Executive upon the result of the elections of Councillors to the several wards of the borough held on the day fixed for the purpose by the Secretary of State pursuant to the provisions of the Local Government Act 1972 and the acceptance of office of Councillors elected.

(e) **Declarations:**

Declarations by members of any personal and prejudicial interests in any matter to be considered at the meeting.

(f) **Minutes:**

To read and approve as a correct record the minutes of the last meeting or meetings of Full Council provided that if a copy has been circulated to each member of the Council not later than the date of issue of the summons to attend the meeting the minutes shall be taken as read.

(g) **Agree the Constitution:**

To agree any changes to the Constitution.

(h) **Political Balance:**

To review and determine under Section 15 of the Local Government and Housing Act 1989 or any re-enactment or modification thereof the allocation of seats on Council committees and other relevant bodies.

(i) **Appointments to committees and other bodies:**

To appoint to the membership of Council committees and joint committees and other relevant bodies, forums and panels; to appoint the Chairs and

Vice Chairs of the Council Committees, forums and panels and to agree the alternates for members.

**(j) Meetings of Full Council:**

Where possible to agree the days, hour and venue for meetings of Full Council in the forthcoming municipal year.

**(k) Other meetings:**

To settle, as far as is considered advisable, the calendar of meetings for the forthcoming municipal year.

**(l)\* Business required to be dealt with:**

To deal with any other business expressly required by statute to be dealt with.

**(m) Other Business**

To consider any other business including any urgent business.

**(n) Community Champion Awards:**

The Mayor will present the Community Champion Awards.

**(o) Vote of thanks to the outgoing Mayor**

The incoming Mayor will invite a vote of thanks to the outgoing Mayor.

Business falling under (a), (b), (n) and (o) shall not be displaced, but subject thereto the foregoing order of business may be varied by the Mayor at his or her discretion

**33. Community Champion Awards and Vote of Thanks to the Outgoing Mayor**

For the presentation of the Community Champion Awards and the ceremonial aspects of the change of Mayor (items (n) and (o) of Standing Order 32) the Council shall reconvene in the Paul Daisley Hall or such other venue as the Mayor shall determine. The Mayor shall present the Community Champion awards and may invite persons on to the floor of the meeting to collect such awards. During the presentation of the awards only the Mayor and persons invited by the Mayor to do so may speak and for no longer than the period permitted by the Mayor. The incoming Mayor will invite a vote of thanks to the outgoing Mayor who will then have the opportunity to address the meeting.

**34\*. Council Tax Setting**

(a) A Meeting of Full Council shall be held each year on a day not later than 10th March or such later date as may be allowed by statute to set the level of Council Tax for the following Council Tax year and to deal with associated budgetary matters.

(b) At an ordinary meeting where council tax setting is to be decided items h, i, j and k in Standing Order 37 shall be replaced by the following:

(c) The Leader shall present a report to the meeting setting out the Executive's proposals for the budget

- (d) The Chair of the Budget and Finance Overview and Scrutiny Committee shall be allowed up to 10 minutes to present the findings of the committee following which there shall be a general debate and a vote taken.

### **35 [Paragraph number not in use]**

#### **36. Extraordinary meetings**

- (a) An Extraordinary Meeting of Full Council may be called at any time by the Mayor, or in the absence of the Mayor, by the Deputy Mayor. References in the following paragraphs of this Standing Order to the Mayor shall include the Deputy Mayor acting in his or her absence.
- (b) If the Mayor refuses to call an Extraordinary Meeting of Full Council after a requisition for that purpose, signed by five members of the Council, has been presented to him or her, or if, without so refusing, the Mayor does not call an extraordinary meeting within seven days after the requisition has been presented to him or her, then, any five members of the Council, on that refusal or on the expiration of those seven days, as the case may be, may forthwith call an Extraordinary Meeting of Full Council.
- (c) A requisition under paragraph (b) above for an Extraordinary Meeting of Full Council may be presented to the Mayor either personally or by leaving it with the Democratic Services Manager, or a member of his or her staff, who shall be empowered to receive the requisition on the Mayor's behalf. Any such requisition shall be accompanied by notice of the motion or motions to be debated at the Extraordinary Meeting. The requisition shall be marked with the date and time of receipt by the Mayor or the officer receiving it on the Mayors behalf.

#### **37. Ordinary Meetings**

Unless otherwise provided in these Standing Orders the order of business at ordinary meetings of Full Council except those concerning a first reading debate or the Council tax setting shall be:-

(a)\* **Absence of Mayor:**

To choose a person to preside if the Mayor is absent.

(b)\* **Business required to be dealt with first:**

If necessary, to deal with any business required by statute to be done before any other business.

(c) **Minutes:**

To approve as a correct record and sign the minutes of the last meeting or meetings of Full Council.

(d) **Declarations:**

Declaration by members of any personal and prejudicial interests in any matter to be considered at the meeting.

(e) **Mayor's announcements (including petitions received)**

**(f) Business from previous meetings:**

If necessary, to dispose of any business remaining from the last meeting of Full Council.

**(g) Appointments to Committees and Outside Bodies and Appointments of Chairs/Vice Chairs**

If necessary, to agree appointments to committees and outside bodies and to agree the appointment or replacement of Chairs and/or Vice Chairs of committees.

**(h) Reports from the Leader or members of the Executive**

To receive reports from the Leader or Executive in accordance with Standing Order 38

**(i) Questions from the Opposition and other Non Executive Members**

To enable questions to be put to the Executive

**(j) Debate**

To debate key issues affecting the Borough in accordance with Standing Order 40.

**(k) Reports from the Chairs of the Overview and Scrutiny Committees**

To receive reports from the Chairs of the Overview and Scrutiny Committees in accordance with Standing Order 41

**(l) Other Business required to be dealt with:**

Including, by way of example but not limitation, election results, review of political balance, changes to the Constitution, recommendations from committees, reports from Chief Officers, and any other business required to be dealt with.

**(m) Motions**

To debate Motions selected by the groups in accordance with Standing Order 45.

**(n)\* Urgent business:**

If the Mayor so agrees, to consider any urgent business.

Business falling under (a) to (f) shall not be displaced, but subject thereto the foregoing order of business may be varied by the Mayor at his/her discretion.

Where the Council is to consider a first reading debate item (j) does not take place.

Where the Council is to set the Council Tax items (h), (i), (j) and (k) will be replaced by the other items set out in Standing Order 34.

**38. Report from Leader or Members of the Executive**

(a) The Leader or other member(s) of the Executive shall be allowed up to 10 minutes to report to Full Council on any matter which is the responsibility of the Executive including but not limited to all or any of the following matters:-

**(i) Reports to be discussed at a First Reading Debate:**

Any initial report to be debated at a First Reading Debate in accordance with Standing Order 44, including the initial report on the annual budget

**(ii) Policy proposals referred to Full Council for approval following a First Reading Debate:**

Any proposed plan, policy or strategy which has been through a First Reading Debate and which is being presented by the Executive to Full Council for approval, the views (if any) of the relevant Overview and Scrutiny Committee and the way in which those views were taken into account by the Executive;

**(iii) Other Policy proposals referred to Full Council for approval:**

Any other proposed plan, policy or strategy forming part of the Policy Framework or the Budget which is being presented by the Executive to Full Council for approval, the views (if any) of the relevant Overview and Scrutiny Committee and the way in which those views were taken into account by the Executive;

**(iv) Approval to depart from Policy Framework or Budget:**

Any decisions which the Executive have purported to take or are minded to take which, in the reasonable opinion of the Monitoring Officer or the Chief Finance Officer are, or would be, contrary to the Policy Framework or contrary to or not wholly in accordance with the budget approved by Full Council and in respect of which decision is sought from Full Council in accordance with Standing Order 18

**(v) Urgent decisions outside the Policy Framework and the Budget:**

Any decisions which the Executive have taken and which were contrary to the Council's Policy Framework or contrary to or not wholly in accordance with the budget but which were taken in accordance with the urgency provisions in Standing Order 18 (to include the reasons for urgency);

**(vi) Urgent decisions not included in the Forward Plan:**

Any decisions which were not included in the Forward Plan but were taken by the Executive under the urgency provisions in Standing Order 16 and the reasons for such urgency;

**(vii) Urgent decisions called in:**

Any decisions which were called in for scrutiny and which were implemented under the urgency provisions in Standing Order 20 prior to consideration of the decision by the Call In Overview and Scrutiny Committee and the reasons for urgency;

**(viii) Non-compliance with Access to Information Rules:**

Any decisions which the Executive have taken in respect of which the Executive should have but did not comply with those parts of the Access to Information Rules relating to such decisions and any decisions which the Overview and Scrutiny Committees has required the Executive to report to Full Council under the Access to Information Rules because it considers that the Executive did not comply with the Access to Information Rules relating to the decision;

**(ix) The response of the Executive to comments received:**

The response of the Executive to any other comments or recommendations received from, or being presented by, the Overview and Scrutiny Committees or Full Council;

**(x) Any recommendations to Full Council.****39. Questions from the Opposition and Non Executive Members**

- (a) A period of not more than 45 minutes shall be allowed to ask and respond to questions raised under this item.
- (b) Non executive members (except the Mayor and Deputy Mayor) will be permitted to put a maximum of 10 questions to the Executive on any matter which is the responsibility of the Executive. Each non-executive member may only put one matter to the Executive in any one question time session. The 10 questions are to be divided as follows; 5 from the main opposition group, 1 from the minority opposition group and 4 from the administration.
- (c) The party groups shall decide which of their members shall put the questions to the Executive.
- (d) Each non executive member shall have up to 1 minute within which to put their question.
- (e) A member of the Executive shall have up to 2 minutes to respond to the question.
- (f) The non executive member shall be permitted to comment further for a maximum of 2 minutes. These follow up comments must relate to the subject matter of their original question.

**40. Debate on key issues affecting the borough**

- (a) A speaker shall be invited to attend and speak on an issue pertinent to the London Borough of Brent. The speech shall not exceed 10 minutes.
- (b) The lead executive member will be permitted to speak for 5 minutes on the topic addressed by the speaker within which time they will propose a motion for debate.
- (c) The debate by members will not exceed 45 minutes. Questions or comments by members shall not exceed 2 minutes.

**41. Report from the Chairs of the Overview and Scrutiny Committee**

- (a) Chairs of not more than two Overview and Scrutiny Committees may present reports on any matter in respect of which the committees have been consulted or which they have been reviewing or considering and each shall be permitted to speak for up to 5 minutes thereon.
- (b) In the absence of the Chair the report shall be presented by the Vice Chair of the Committee or in the absence of the Vice Chair by another member of the Committee selected for that purpose by the Chair or if no person has been selected by the Chair a person selected for that purpose by the Mayor or other person presiding at the meeting of Full Council.
- (c) The Chair or other person nominated to speak shall where appropriate include in his or her report:-
- (i) details of the decisions or proposals of the Executive, which have been called in for scrutiny and are being referred to Full Council in accordance with Standing Order 20;
  - (ii) details of decisions or proposals of the Executive, other than those permitted to be made by the Executive under Standing Order 16 (urgency) or 19 (virement and in year changes to policy), which an Overview and Scrutiny Committee considers are or, if made, would be contrary to the Policy Framework or contrary to or not wholly in accordance with the Council's budget and the recommendations to Full Council thereon;
  - (iii) details of the decisions of the Executive which an Overview and Scrutiny Committee considers were made by the Executive other than in accordance with those parts of the Access to Information Rules applicable to such decisions.

**42. [Paragraph number not used]****43. [Paragraph number not used]****44. First Reading Debate**

At an Ordinary Meeting where the first reading debate is to take the place item j in Standing Order 37 shall be replaced by the following:

- (a) The Leader shall present the initial report to the meeting setting out the budget or any plan, policy or strategy forming part of the Policy Framework
- (b) Where a First Reading Debate is to be held in respect of the budget or any plan, policy or strategy forming part of the Policy Framework a period of 60 minutes shall be allowed for a debate on the budget or that plan, policy or strategy (or longer if the Mayor so agrees).
- (c) At the conclusion of the First Reading Debate Full Council shall note the contents of the report and any other information submitted to it, the debate concerning any questions raised and any other relevant issues.

The proposal may be referred to the Chair of the Budget and Finance Overview and Scrutiny Committee or if appropriate one of the other Overview and Scrutiny Committees, in accordance with Standing Orders 25 (c) and/or 26 (b) as the case may be.

#### **45. Motions**

- (a) Members may put motions to council. A period of no more than 45 minutes shall be allowed for this item.
- (b) A maximum of 10 motions will be put to Council at any one meeting. Of those 10 motions a maximum of 3 motions (one per party group) will be debated. The remaining possible seven motions may be amended, but not debated, and then voted upon.
- (c) Each group must give notice of their motion(s) to the Democratic Services Manager not less than 1 day before the date of the meeting. This shall include a copy of the Motion(s) they are intending to move at the meeting.
- (d) If any group puts more than one motion forward, the group must indicate which one of their motions should be debated and list in priority order the other motions.
- (e) If more than a total of 10 motions are submitted a random ballot will take place to decide which 7 motions will be presented to Council.
- (f) The time allowed to debate and vote on each of the 3 motions for debate shall not exceed 10 minutes
- (g) The debate shall commence with the proposer being invited to speak for up to 3 minutes during which time they shall move the Motion notified to the Democratic Services Manager. Further speakers shall then be called by the Mayor.
- (h) The matter shall be put to the vote one minute before the end of the 10 minutes permitted for each of the three Motions for debate.
- (i) In relation to those motions not eligible for debate the motion will be announced by the proposer, any amendments proposed, and the matter voted upon.

#### **46. Rules Of Debate For Meetings of Full Council**

- (a)\* Any motion or amendment to a motion may be moved without notice but must relate to an item of business specified in the summons for the meeting.
- (b) Each amendment shall relate to the subject matter of the motion and shall not have the effect of negating the motion.
- (c) Motions or amendments to motions shall not be open to debate until formally moved.
- (d) Motions and amendments to motions which have not been circulated in advance of the meeting shall be read aloud before they are open to debate.



- (e) Procedural motions shall be put to the vote without discussion, provided that the Mayor may, in his or her absolute discretion, allow or require the proposer to give (for such brief period as the Mayor may allow) reasons for proposing the motion.
- (f) A member shall stand when speaking and shall address the Mayor. If two or more members rise the Mayor shall call on one to speak.
- (g) Speeches shall be directed to the matter under discussion or to a personal explanation or to a point of order.
- (h) No speech shall exceed three minutes except where otherwise provided in these Standing Orders or by the consent of Full Council and except for a Chair or the Leader replying to a debate whose speech shall not exceed five minutes. Any motion or amendment to a motion shall be put within the time allowed for the speeches.
- (i) With the exception of an Executive Member responding to a question put to the Executive by a non-executive member, or a Chair of a committee or sub-committee replying to a debate on a report referred from the committee or sub-committee or where otherwise provided in these Standing Orders, a member shall not speak more than once on any item of business except on rising to a point of order or in personal explanation.
- (j) A member may rise to a point of order or in personal explanation, but a personal explanation shall be confined to some material part of a former speech by the member at the same meeting, which may have been misunderstood. A member so rising shall be entitled to be heard forthwith.
- (k) Subject to the provisions of Standing Order 4(b) the ruling of the Mayor on a point of order or on the admissibility of a personal explanation shall not be open to discussion.
- (l) Whenever the Mayor rises during a debate, all those present then speaking or standing shall resume their seat and Full Council shall be silent.
- (m) A motion or amendment to a motion may be withdrawn or altered by the proposer of the motion or amendment with the consent of Full Council, which shall be signified without discussion. Where a motion is withdrawn there shall thereafter be no further debate on the item.
- (n) At the commencement of a debate, any member may move that only a specified number of members from each of the political groups shall be permitted to speak before a vote is taken or at the commencement of any meeting of Full Council or during the course thereof any member may move that only a specified number of members of each political group shall be permitted to speak on each motion or amendment thereto.
- (o) A member may move without comment at the conclusion of another member's speech: "*That the question be now put*", "*That the debate be adjourned (to some stated time)*" or "*That the Council do now adjourn (to some stated time)*" on which the Mayor shall proceed as follows:-
- (i) On a motion that the question be now put, the Mayor shall first put that motion to the vote without further discussion; if it is passed the motion(s) and/or amendment(s) relating to the subject of the debate will then also be put to the vote;

- (ii) On a motion to adjourn the debate or the meeting, the Mayor shall put that motion to the vote without further discussion; if it is passed the debate or meeting shall stand adjourned to the time stated; if the debate is adjourned the Council will proceed to the next item of business; if the meeting is adjourned no further business will be transacted until the adjourned meeting

AND no second motion that the question be now put or that the debate or meeting be adjourned shall be made during the consideration of the same business unless it shall be proposed by the Mayor.

- (p) The Mayor may at any time invite an officer to respond to any issue raised or question asked.

#### **47. Voting**

- (a) Prior to voting on a Motion there shall be put to the vote any amendments to that Motion that have been moved.
- (b)\* *Amendments to Motions shall be taken in the order in which they were moved and shall be voted upon in succession unless, subject to the advice of the Borough Solicitor or the Chief Executive, it is agreed by the meeting that the amendments shall be taken en bloc.*
- (c) The mode of voting at meetings of Full Council shall be by show of hands and, on the requisition of the leader of a political group, or of any member of the Council supported by 14 other members of the Council raising their hands, made before the vote is called, the voting on any question shall be recorded in the minutes of the meeting so as to show whether each member present gave their vote for or against that question or abstained from voting.
- (d)\* *Where immediately after a vote is taken any member so requires, there shall be recorded in the minutes whether that person voted for the question or against the question or abstained.*
- (e) Except in the case of a vote taken under any provision of Standing Orders 48 (Guillotine) 49 (Minutes) or 50 (Disorderly Conduct), at least one full minute before a vote is taken at a meeting of Full Council a bell shall be rung to draw members' attention to the impending vote.
- (f) For the purpose of voting and for recording votes at meetings of Full Council, members shall be present and seated in their places.
- (g)\* *In the case of an equality of votes the person presiding at the meeting shall have a second or casting vote.*
- (h)\* *Once a vote has been taken on any matter the matter shall not be reconsidered by the meeting other than to clarify any points or if the matter is a procedural matter only.*

#### **48. The Council Guillotine Procedure**

- (a) Every ordinary meeting of Full Council shall terminate no later than 10:30pm provided that Full Council may decide to adjourn the meeting to a specified date on a motion to this effect being proposed and put to the vote without discussion.

- (b) If the meeting is not adjourned then any outstanding items of business shall be dealt with as follows:
- (i) in the case of reports from committees and sub-committees and reports of Chief Officers the Mayor shall invite motions to be proposed in respect of them. Any such motion(s) shall be moved without supporting comment and voted upon without debate. If no such motion is proposed or if three successive motions are voted upon and defeated the matter shall be adjourned to the next Ordinary Meeting of Full Council.
- (ii) any other business shall be adjourned to the next ordinary meeting of Full Council.

#### **49.\* Minutes**

- (a)\* Minutes of any meeting of Full Council shall be put forward for approval as a correct record and for signing to the next ordinary meeting of Full Council or to the Annual Meeting whichever shall first occur.
- (b) The Mayor shall put the question that the minutes of the meeting of the Council held on the ..... day of ..... be approved as a correct record.
- (c) No discussion shall take place upon the minutes except upon their accuracy and any question of their accuracy shall be raised by motion. If no such question is raised or if it is raised then as soon as it has been disposed of, the Mayor shall sign the minutes.
- (d) There shall be recorded in the minutes of any meeting of Full Council any declarations of interests made by members in accordance with the Brent Members Code of Conduct both in the minute concerning the declaration of interests item itself and in the minute concerning the item of business to which the declaration relates.

#### **50. Disorderly Conduct**

- (a) If at any meeting of any part of the Council any member is, in the opinion of the person chairing the meeting, guilty of misconduct by persistently disregarding the ruling of the Chair, or by behaving irregularly, improperly, or offensively, or by wilfully obstructing the business of the Council, then the Chair or any other member may move "That [Councillor X] not be heard further", and the motion shall be put and determined without discussion.
- (b) If the member named is guilty of further misconduct after a motion under the foregoing sub-paragraph has been carried the Chair shall:-
- (i) move "That [Councillor X] shall now leave the meeting" and the motion shall be put and determined without discussion. If the Chair's motion is carried and the member(s) concerned fail(s) to leave the meeting, the Chair shall take such action, as he/she deems appropriate in the circumstances to bring the member(s) concerned to order; or
- (ii) adjourn the meeting for such period, as the Chair shall consider expedient.
- (c) In the event of general disturbance which, in the opinion of the Chair of a meeting, renders the due and orderly despatch of business impossible, the Chair may adjourn the meeting for such period as the Chair shall consider expedient.

# **APPENDIX D**

## Article 10 – Consultative Forums

The ~~area consultative forums~~ ~~consultative fora~~ described in this Article are not a part of the formal decision making structure and processes of the ~~c~~Council and have no decision-making powers. They are however a central part of the ~~c~~Council's consultation strategy. Representations and recommendations may be made by these consultative ~~forums~~ to a committee or sub-committee of the ~~c~~Council or to the ~~e~~Executive or to officers. The ~~c~~Chairs of the ~~a~~Area ~~c~~Consultative ~~f~~Forums and the ~~s~~Service ~~u~~User ~~consultative~~ ~~F~~forums shall be appointed by ~~f~~Full ~~c~~Council.

### AREA CONSULTATIVE FORUMS

10.1 The Council is committed to involving the community through effective consultation and two-way communication.

10.2 The Council recognises that meaningful participation can only take place:

- in an environment where people are better informed about local services;
- where community spirit is fostered so that people care enough to want to take part, and are encouraged to do so; and
- where ~~c~~Council decisions can be seen to reflect the views and concerns of local residents.

10.3 Area ~~c~~Consultative ~~F~~forums provide an important opportunity for members of the public to access, participate in and influence the ~~c~~Council's decision-making process and those of the Council's ~~our~~ partner organisations. Consultation, participation and community engagement have become increasingly important for all organisations and are at the heart of central government policy to improve and modernise local services.

~~Participation is also a key theme of central government's modernising agenda, census and constitutional improvements and is a constituent part of the best value regime and the current proposals for community planning. Consultative ~~f~~Forums are central to Brent Council's response to these issues.~~

10.4 Five ~~a~~Area ~~c~~Consultative ~~f~~Forums were set up in 1997 to give local people a say about the issues which matter to them. The ~~a~~Area ~~c~~Consultative ~~f~~Forums are public ~~events~~, ~~fora~~ meeting four times per year. At each meeting ~~local people~~ residents, traders and community representatives are able to ask questions and comment on services provided by both the Council and ~~partner~~ other agencies in Brent.

10.5 Chaired by a local councillor and assisted by a lead manager, each area forum meeting is open to the public, and is always held during a weekday evening in an accessible venue central to the community.

10.6 Agendas are determined prior to each forum meeting. Local people, the forum chair and lead manager, other local councillors, partner organisations and council officers are all invited to participate in the agenda setting process. The agenda setting process is will be coordinated by officers from the Council's consultation team and the draft agenda is will be published on the Council's internet pages.

~~10.6 The agenda for each meeting is determined by an autonomous steering group, comprising the forum chair, lead manager and representatives of local residents and traders. The Area Consultative Fora are supported by Brent Council's Consultation Team.~~

10.7 At each meeting local people have the chance to listen to and question the Council and partner agencies such as the police and health authority about services they provide. There is also a 'soapbox slot' for residents to express their views and concerns on an issue of their choice. The five aArea cConsultative fForumsa are listed below and each is made up of the ~~whole Council~~electoral ~~wards~~ as shown:

<b>Harlesden</b>	<b>Kilburn &amp; Kensal</b>	<b>Kingsbury &amp; Kenton</b>	<b>Willesden</b>	<b>Wembley</b>
Harlesden Stonebridge Kensal Green	Brondesbury Park Kilburn Mapesbury Queens Park	Barnhill Fryent Kenton Queensbury	Dollis Hill Dudden Hill Welsh Harp Willesden Green	Alperton Northwick Park Preston Sudbury Tokyngton Wembley Central

10.8 The ward boundaries delineate the area covered by that particular forum although residents may choose to attend a forum other than that in which they live.

10.9 The aArea cConsultative fForumsa will be supported by officers from the the cCouncil's cConsultation and Communications officer team, the forum lLead mManager and officers from other cCouncil service areas as appropriate.

#### Functions of Area Consultative Forumsa

10.10 (a) To consider and comment on Brent Council services, policies and practices, and those of ~~its our partner~~other organisations in the Brent area, and to influence practices and policies which determine the provision of cCouncil services by submitting reports on views expressed and issues raised at forum meetings to the appropriate lead officer, the Executive or a member of the eExecutive and/or the oOverview and sScrutiny cCommittees ~~or their sub-committees~~ or other cCouncil committees, or fFull cCouncil.

(b) To provide information to the community about the services, policies and the practices of Brent Council and ~~these of other~~ partner organisations in Brent.

(c) To seek out the opinions and views of the community with regard to needs and aspirations for the area, sharing cCouncil draft reports and budget plans as appropriate and relay them to cCouncil decision making bodies.

(d) To develop and support partnership and inter-organisational discussion, consultation and participation between the statutory and voluntary sectors and business, in relation to local issues.

(e) To consider and participate in arrangements for public consultation regarding cCouncil services and policies which directly or indirectly affect the area, and/or those requiring 'local consultation', ~~e.g. the Council's Unitary Development Plan, best value service reviews and community planning.~~

(f) To consider all matters of relevance and/or interest to residents of the area including any related to the activities of other organisations. aArea cConsultative fForumsa shall not however discuss individual or personal cases relating to the aAuthority's regulatory functions, planning, licensing etc., with the exception of major developments, significant planning applications, environmental improvements and traffic management issues.

(g) To request the attendance of members of the eExecutive, other members, cCouncil officers and representatives of other partner organisations to listen to residents' concerns and/or report on matters of local interest.

(h) Notwithstanding the above, the aArea consultative forums are consultative only and have no formal decision making powers within the Council's formal decision making processes.

#### Structure and Membership of aArea consultative forums

10.11 Each aArea consultative forum:

(a) shall meet at least four times per year. Notwithstanding, a forum may meet more than four times per year, subject to identifying suitable funding, as appropriate.

(b) will be chaired by a councillor appointed by the Council and supported by a councillor in the role of vice-chair, also appointed by the Council.

(c) has an appointed lead manager. Lead managers are council officers appointed as 'community champions' because of their close professional and personal links with the forum area they serve.

(d) will be open to attendance by residents, councillors and council officers, local businesses and traders, representatives of community groups and associations, voluntary and other public and statutory/partner organisations, and other relevant outside agencies.

### **AREA HOUSING BOARDS**

10.12 The following Area Housing Boards have been established by the Council each with the aims and roles set out below:

- North Wembley and South Wembley
- South Kilburn
- North Kilburn
- Harlesden, Brentfield and St. Raphaels

#### Areas covered

10.13 The boundaries of the Area Housing Board shall be those of the landlord service area.

#### Aims of the Boards

- 10.14 (a) To involve customers in the provision of housing services.
- (b) To monitor the performance of housing management services and contractors and other parts of the housing services.
- (c) To develop new ideas and methods for solving Council housing problems.
- (d) To influence practices and policies that determines the provision of housing services.
- (e) To consider wider community problems and find solutions to them.
- (f) To advise the housing management service on local priorities for the provision of housing services and the allocation of resources.

# **APPENDIX E**



## AUDIT COMMITTEE

### Membership

- The committee is comprised of 3 non-executive councillors and 1 non voting co-opted member.

### Terms of Reference

#### *Audit Activity*

1. To consider the Head of Internal Audit's annual report and opinion, and a summary of internal audit activity (actual and proposed), and the strategic and annual audit plans, and consider the level of assurance these can give over the council's corporate governance arrangements.
2. To consider summaries of specific internal audit reports as appropriate.
3. To consider the annual review of the effectiveness of internal audit.
4. To consider, as required, reports from internal audit on agreed audit recommendations not implemented within a reasonable timescale.
5. To consider the external auditor's annual letter, relevant reports, and their report to those charged with governance.
6. To consider specific reports as agreed with the external auditor.
7. To comment on the scope and depth of external audit work and to ensure it gives value for money.

#### *Regulatory Framework*

8. To maintain an overview of the Council's constitution in respect of Contract Standing Orders and financial regulations.
9. To review any issue referred to it by the chief executive or a director, or any council body.
10. To monitor the effective development and operation of risk management and corporate governance in the Council.
11. To monitor council policies to facilitate confidential reporting by employees of suspected fraud, corruption or any other wrongdoing, the Council's anti-fraud and anti-corruption policies, and the council's complaints process.
12. To oversee the production of the Council's Statement on Corporate Governance and Internal Control and to recommend its adoption.
13. To consider the Council's arrangements for corporate governance and agreeing necessary actions to ensure compliance with best practice.
14. To consider the Council's compliance with its own and other published standards and controls.

15. To monitor the handling of any reports from the Local Government Ombudsman.

*Accounts*

16. To review the annual statement of accounts. Specifically to consider whether appropriate accounting policies have been followed and whether there are concerns arising from the financial statements or from the audit that need to be brought to the attention of the Council.
17. To consider the external auditor's report to those charged with governance on issues arising from the audit of the accounts.

# **APPENDIX F**

12. Managing the Concessionary Fares Scheme.

13. Managing the London Taxicard Scheme.

#### 4. GRANTS COMMITTEE

##### Membership

- This Committee was established to take decisions in relation to the London Councils Grants Scheme which was established under section 48 of the Local Government Act 1985. The members of the Grants Committee are from the 33 London Boroughs (this includes the City of London).

##### Terms of Reference

The Terms of Reference of the Committee are:

1. to ensure the proper operation of the London Borough Grants Scheme;
2. to make recommendations to the Leaders' Committee on overall policies, strategy and priorities;
3. to make recommendations to the Leaders' Committee on the annual budget for the London Borough Grants Scheme;
4. to consider grant applications and make grants to eligible voluntary organisations; and
5. to make all decisions relating to the making of grants and the operation of the scheme save those which are specifically reserved to constituent councils.

#### ~~5. JOINT OVERVIEW AND SCRUTINY COMMITTEE~~

##### ~~Membership~~

~~The Joint Overview and Scrutiny Committee was formed in 2008 and consists of members from the 32 London Boroughs. It was set up pursuant to the Secretary of State direction that where the NHS is under a duty to consult more than one overview and scrutiny committee that a joint overview and scrutiny committee be set up for that purpose. The consultation in this case is in relation to *Shaping Health Services Together – Consultation on Developing New, High-Quality Major Trauma and Stroke Services in London*;~~

##### ~~Terms of Reference~~

- ~~1. Consider and respond to proposals set out in *Shaping Health Services Together – Consultation on Developing New, High-Quality Major Trauma and Stroke Services in London* ('the consultation proposals'), with reference to any related impact assessments or other documents issued by or on behalf of *Healthcare for London* in connection with the consultation;~~
- ~~2. Consider whether the consultation proposals are in the interests of the health of local people and will deliver better healthcare for the people of London and~~

## TERMS OF REFERENCE OF COUNCIL COMMITTEES AND SUB-COMMITTEES

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people travelling across the GLA boundary, having due regard to cross-boarder issues;

- ~~3. Consider the *Healthcare for London* consultation arrangements for the consultation proposals – including the formulation of options for change, and whether the formal consultation process is inclusive and comprehensive.~~