

**GreenSquare Group
Resident Scrutiny Panel**

Inquiry

**Electric heating and affordable warmth
Westlea Housing Association**

August 2009

1. Background

Affordable Warmth Strategy 2005

- 1.1 Westlea Housing Association has over 1,300 homes with electric heating. In March 2005 the Board agreed an Affordable Warmth Strategy in response to a government commitment to eradicate fuel poverty in the UK by 2018.
- 1.2 The focus of the Affordable Warmth strategy was on improving the energy performance of properties through a range of improvements along with the promotion of energy advice to residents to maximise the efficiency of their heating systems. The strategy had a particular focus on communal heating systems and electric heating.
- 1.3 The 2005 Strategy had a number of objectives:
 - eradicating fuel poverty by 2008 for vulnerable residents and 2016 for all residents
 - assessing and resolving all homes identified as having a SAP rating below the national average of 53.5 (120 homes)
 - assessing and resolving within three years all homes with a SAP rating of less than 65 (1,046) homes
 - completing a review within a year to recommend action to deal with affordable warmth in properties with electric heating.
 - conducting a review of communal heating charging regimes
 - carrying out a review of renewable energy schemes
 - Raising awareness of affordable warmth issues

Update on the Affordable Warmth Strategy March 2008

- 1.4 In 2008 the Board received an update report on the 2005 strategy. The Board accepted that its first objective of eradicating fuel poverty would not now be met because of the massive increase in energy prices since 2005. In respect of the homes with a very low SAP rating works had been carried out to improve insulation or to upgrade heating systems. A similar programme of insulation and upgrading was undertaken for those homes below the SAP rating of 65. The charging regimes for communal heating had been reviewed with a decision taken to move away from pooled charges to actual costs being charged for running each system. Westlea continued to evaluate renewable energy schemes and had installed solar and PV systems in some properties, along with ground and air source heat pumps.
- 1.5 With regard to the fourth objective the Board was advised that a plan was being developed to evaluate the issues of controllability of electric heating and fuel costs as these were issues raised in feedback from residents. The last objective related to energy awareness and the report set out what had been done to raise awareness with residents, staff and partners.

Update Report October 2008

- 1.6 In October 2008 the Board received an update report on the research undertaken in relation to the electric heating issues faced by residents. The report advised that:
- recent tenant surveys had shown that only 46% of residents were satisfied that electric heating met their needs (compared with 82% for gas and 87% for oil heating).
 - The analysis suggested that the key factors were controllability, responsiveness, size of household tariff and payment methods
 - This analysis was confirmed by the report of the specialist energy consultancy (Degrees of Green)
- 1.7 An independent report from Degrees of Green suggested that controllability of heating and hot water was a key issue which could be addressed by installing modern controls. The report also highlighted the need to ensure residents were on the right tariffs.
- 1.8 The report set out three main options:
- to continue with the existing policy of repairing existing electric heating systems and only change fuel where the additional costs of replacement are marginal or where the resident is suffering serious problems. To continue with energy conservation work (at c£200,000 pa). The paper suggested an ongoing budget of £300,000 pa.
 - large scale fuel changes to convert electric heating to gas or oil. The capital cost was estimated to be around £7.4m.
 - a targeted approach of improving electric heating where required, replacing older storage heating units, installing the controls of immersion heaters, solar heating and personal advice to residents on how to make best use of their solar heating at a cost of some £5m over 5 years.
- 1.9 The report advised that the targeted approach would require a budget of £5m over five years.
- 1.10 A supplementary report was also considered by the Board which had been drafted after the main Board report. This referred to a DEFRA update report on fuel poverty which indicated that increasing the SAP ratings had less of an impact on fuel poverty than assisting people to use their systems more efficiently.

1.11 The report recommended employing energy advisors to assist tenants with income maximisation and to identify minor works to assist residents in most need. As a result the recommendations in the original report were replaced and it was agreed that:

- Two energy advisors be employed for two years at a costs of c£60,000 pa plus on costs
- The energy conservation budget be increased to £500,000 from £200,000.

Update Report February 2009

1.12 In February 2009 there was an update report on the Affordable Warmth strategy. The report advised that in the current economic climate the budget could not be agreed and as a result the approved budget was set at £207,000. Of this budget £155,000 was available to directly assist existing residents:

- one energy advisor £ 30,000
- minor works £125,000

2. Resident Scrutiny Panel Inquiry

2.1 The Resident Scrutiny Panel decided that the decisions taken by the Westlea Board on the Affordable Warmth strategy would be the topic for the first Inquiry of the Panel.

2.2 The Panel selected this topic because of the evidence supplied by GreenSquare that there were significant levels of dissatisfaction by Westlea tenant living in properties with electric heating.

2.3 The Panel were advised that a tenant survey had shown that only 46% of residents were satisfied that electric heating met their needs (compared with 82% satisfaction with gas heating systems). The evidence supplied to the Panel also said that residents reported that issues affecting satisfaction with electric heating were controllability, responsiveness, size of household, tariff and method of payment. The age and type of property and its energy efficiency seem to have less effect.

2.4 The Panel were advised that in October 2008 the Westlea Board had considered a report which recommended a targeted approach to tackling these issues and initially recommended a budget of some £5m for the next five years. A supplementary report at the same meeting replaced these recommendations with a proposal to establish two fixed term energy advisors at a cost of £60,000pa plus on costs for two years and increasing the energy conservation works budgets by £500,000 pa from £200,000 pa.

2.5 These proposals were not funded during the discussions on the 2009-10 budget and the agreed budget was set at to £207,000.

2.6 The Panel decided to establish an Inquiry and set out the following terms of reference:

“This Inquiry will scrutinise the decisions taken by the Westlea Board in October 2008 and February 2009 to adopt a targeted approach to helping tenants with Electric¹ heating systems achieve affordable warmth (with reference to the Westlea Affordable Warmth Strategy published in December 2005)”.

2.7 The Panel decided that in exercising its Inquiry functions it would seek to answer the following questions:

- How did the Board of Westlea arrive at their decision on a targeted approach?
- What information did the Board receive from officers to inform the decision?
- How were residents involved in the decision making process?
- With the budget reduction in February 2009 how was the decision made to allocate the available resources?
- What progress has been made to date in implementing the programme and what impact is it having on resident satisfaction?

2.8 In advance of Inquiry hearings the panel received a package of information from Westlea Housing Association, including copies of the Board papers in March 2008, October 2008 and February 2009.

3. Inquiry witnesses

3.1 The Panel heard from five witnesses:

- Tim Jackson: Group Finance & IT Director
- Mike Mehaffy: Head of Asset Management
- Bob Marshall: Chair of Westlea
- Ann Cornelius Managing Director Westlea
- Martyn Matthews: Maintenance Co-ordinator

Tim Jackson

3.2 The key points made in the presentation were:

- It was important to realise that the Board operates under constraints, feeling pressures from lenders, the TSA, HCA etc; .

¹ This Inquiry will focus on decisions concerning individual electric heating systems and not the communal heating provision within Westlea.

- A balance must be achieved between building more homes to help relieve pressure from the waiting list for housing (1 in 14 families are on the housing list) and supporting investment in the current housing stock and services to residents;
- To be financially viable GreenSquare must operate with a surplus to satisfy the lenders;
- More prudent financial planning was required in 2009-10 due to the credit crunch;
- There was a possibility for deflation in rents next April possibly reducing rental income for the Group by up to £600,000;
- The extra expenditure of £500,000 on the affordable warmth budget was proposed before the credit crunch took effect and the possible deflation in rents was identified;
- The budget for affordable warmth was not cut from £500,000 to £207,000. The £500,000 was an additional sum asked for which was not provided. The £207,000 is the ongoing annual budget;
- Developing a single new home costs Westlea approximately £2,300 every year in revenue subsidy. With a plan to build 200 new homes per year that amounts to £460,000 every year going forward for every 200 homes built;
- Areas of discretionary expenditure where cuts could be made to move money to other priorities included: Staff training, Board salaries, major repairs, environmental and neighbourhood improvements and a reduction in new developments. Any cuts of course would be controversial;
- Possible additional income for the affordable warmth policy could come from increasing rents, which are currently at target level for most, to target plus 5% which is allowed by the TSA. OCHA are already at the target plus 5% level;
- 5% additional rental income in one year would amount to £1,170,000.

Mike Mehaffy

3.3 The key points made by Mike Mehaffy were;

- Westlea's affordable warmth strategy (AWS) was developed and published in 2005;
- Government defines fuel poverty as "10% of income spent on fuel";
- Decent Homes Standards calls for thermal comfort;
- Westlea's Affordable Warmth Strategy aim was to eradicate fuel poverty for vulnerable tenants by 2008 and for all tenants by 2010;
- All housing stock needs to meet at least the SAP rating national average of 53.5;
- The Strategy sought to develop an approach to identify and deal with affordable warmth issues caused by electric and communal heating and make affordable warmth issues more easily understood;
- 30% increase in fuel prices in 2008 put more tenants into fuel poverty;
- Many residents with homes with low SAP ratings have refused access to install new heating or insulation;
- Consultation was carried out of all tenants with electric heating to develop an approach to achieve affordable warmth to send to the board;

- The October 2008 review reported the results of the tenant's survey. It proposed options for helping tenants that had electric heating achieve affordable warmth. This was backed by a new DEFRA report on fuel poverty;
- Westlea survey found 54% residents dissatisfied with electric heating. The survey did not distinguish whether they were unsatisfied because the heating was too expensive or that the heating, though affordable, was not meeting their warmth requirement;
- There was little relationship found between tenant dissatisfaction and SAP rating of property. The most significant factors leading to dissatisfaction seemed to be high numbers of residents per property, poor understanding of heating controls, water heater timers, electricity tariffs and poor or absent heating in some rooms. Younger residents also appeared to be less satisfied than older ones;
- In October 2008 the Board were presented with three options to help tenants with electric heating achieve affordable warmth. These were: Leave things as they were, target help and advice to those tenants that need it or change all the properties with electric heating to either gas or oil central heating;
- In October 2008 the Board agreed on the targeted approach to helping residents with electric heating achieve affordable warmth – to identify properties and residents in need of help and carry out works and give support as required. An additional budget was set at £500K, though this was felt to be more than would be needed. This budget was subject to approval at the budget setting process for the next financial year;
- The targeted approach was decided on as it was seen as focussing help where it was most needed and could be most effective. It was noted that the Board would be updated as to the effectiveness of this approach. Budget setting for 2009/10 was affected by the credit crunch and the £500K for the affordable warmth targeted approach was not approved;
- The £207,000 ongoing affordable warmth budget was divided up to cover the cost of employing an energy advisor to begin to help those tenants in fuel poverty. Other expenditure from this budget also pays for insulation installations, solar heating systems and new technology pilots plus paying for SAP ratings and Energy Performance Certification.

Ann Cornelius and Bob Marshall

3.4 Key points made by Ann Cornelius and Bob Marshall

- Between 2005 and 2008 (when the Affordable Warmth Strategy (AWS) update was presented to the Board) huge changes had occurred such as fuel price rises, and consequently many of the targets which would otherwise have been achieved were not;
- A complaint panel which included 3 Board Members had also picked up on issues around heating;
- The DEFRA report demonstrated that Income was the biggest issue in achieving affordable warmth;
- The 2009/10 budget round had been the toughest the MD Westlea had experienced in her time at Westlea. The required surplus of £450,000 had been

extremely difficult to achieve and the "core" budget already took almost all of this surplus, leaving no room for new bids. There was no discretionary expenditure;

- The Chair of Westlea said that this topic appeared at the Board more than any other;
- He advised that the Board Meeting minutes alone did not give a complete picture of the way the Board worked. For instance there are specific Portfolio Holders who hold meetings on their relevant subjects, there are also Informal Meetings where subjects are "kicked around" informally;
- The Boards thinking on affordable warmth evolved as more information was produced;
- The resident survey showed that contrary to the Boards initial opinion, there was no "one size fits all" solution to the problem;
- One of the key issues at Board this year had been investing in stock versus new development. The Board had opted for new development as there had been grant and land available, it was currently relatively cheap to develop. This had been a conscious decision of the Board;
- The Chair of Westlea set out the decision making process for the budget with a Board Away Weekend in November setting the Boards priorities for the year ahead in broad terms.

Martyn Matthews

3.5 Key points made by Martyn Matthews

- The Maintenance Services Co-ordinator noted that the affordable warmth strategy was a key issue within Westlea;
- There were currently two part time energy advisors at Westlea and there will be more time to work on the plans once the new full time energy advisor is in place,
- It was emphasised that the heating system was not always the main issue and the energy advisor's job was to listen and find out what the real problem was and analyse how to solve these issues and agree a plan with the resident;
- He noted that over 200 solar systems had been installed and approximately 70 electricity usage (OWL) monitors had been provided.
- The recruitment of energy advisors had been delayed slightly due to unforeseen sickness absence
- He confirmed that he had overall responsibility for delivering the affordable warmth strategy but that his role as energy advisor was part time and that Michael King (the second energy advisor) was also part time and currently employed as a Neighbourhood Housing Officer. It was hoped that the new energy advisor would be in place by end of August or September (depending upon notice periods).

4. Findings

4.1 The key questions which the Panel wished to address were:

- How did the Board of Westlea arrive at their decision on a targeted approach?
- What information did the Board receive from officers to inform the decision?
- How were residents involved in the decision making process?
- With the budget reduction in February 2009 how was the decision made to allocate the available resources?
- What progress has been made to date in implementing the programme and what impact is it having on resident satisfaction?

How did the Board of Westlea arrive at their decision on a targeted approach?

4.2 The Panel was impressed by the quality of the Board reports on the Affordable Warmth Strategy. These were comprehensive and well argued. It was possible to track the development of the decision on a targeted approach in the Board papers and the way the process took place was explained clearly in the presentations by all of the witnesses in the Inquiry.

4.3 The Panel was satisfied that the targeted approach had been arrived at through a proper process of investigation, review and debate.

What information did the Board receive from officers to inform the decision?

4.4 The Board received a number of Board papers as set out above:

- A report in 2005 setting out the Affordable Warmth Strategy
- An update report in March 2008
- An update report in October 2008
- An independent report from Degrees of Green
- The DEFRA report on Fuel Poverty

4.5 These reports were comprehensive and the Panel was satisfied that the Board not only had received comprehensive information and also had access to independent information.

How were residents involved in the decision making process?

4.6 From the Board papers and presentations to the Panel it was clear that there was a significant degree of dissatisfaction with the electric heating provision on Westlea. The Westlea Residents business plan had also identified this as a priority.

- 4.7 It is clear that there was resident influence on the decision taken by the Board in October 2005 to increase resources allocated to affordable warmth but there was no resident involvement in the budget setting process.

With the budget reduction in February 2009 how was the decision made to allocate the available resources?

- 4.8 The Affordable Warmth report to the October 2008 Board meeting recommended increasing the affordable warmth budget by £500,000 to implement the revised targeted approach recommendations in the Board paper. This was subject to the budget discussions regarding the 2009-10 budgets.
- 4.9 The Panel were given copies of the 2009-10 Budget papers and Board papers considered by the Westlea Board in January 2009. The budget papers did not make any reference to the Affordable Warmth budget nor was any reference to the Affordable Warmth budget identifiable in the supporting papers. The minutes of the Board meeting do however show that there was a discussion on the Affordable Warmth budget and that the previously agreed budget could not be funded.
- 4.10 The witnesses to the Inquiry explained how the budget process took place and that there had been discussions at Board level about budget priorities. There was a Special Interest Group meeting which discussed these issues although these meetings were not minuted. The Chair of Westlea advised the Panel that it was at this Special Interest Group meeting that a decision was taken to give increased priority to development activities, given the collapse in house prices and the increase in social housing grant available.
- 4.11 The Panel were advised by the Group Director of Finance & IT that the impact of a development programme of 200 homes would require an annual subsidy from the Association's overall income of some £460,000 pa. As the programme develops these subsidies are multiplied although eventually the programme will begin to deliver a revenue surplus. Whilst the Panel recognised that developing new homes was an important strategic objective for the Association it was also the case that there were opportunity costs to new development in terms of reducing resources for other expenditure. The Panel recognised that it was the Board which ultimately had to decide on the balance of resources between these competing objectives but felt there was a need for increased transparency and accountability to residents and the District Forum in relation to the Board's overall strategic decisions.
- 4.12 The Managing Director advised that at officer level the budget round had been very difficult and that no budget bids for increased resources (other than for development) were supported.
- 4.13 The Group Director of Finance and IT also advised the panel that it had been a difficult budget round. He did indicate that there were a number of discretionary budgets which could have been reduced to pay for the increased budget for affordable warmth. These included; reduced levels of development, staff training,

environmental and neighbourhood improvements, resident activities, consultancy and some GreenSquare recharges. He also indicated that unlike OCHA the Westlea Board had not yet taken up the option of adopting the 5% flexibility on rents. If this was adopted it would generate an additional £1.17m a year in rental income.

- 4.14 The Panel was concerned that the budget process at Westlea lacked transparency and accountability to residents. It was clear from the Board papers and from evidence to the Panel that the affordable warmth strategy was a critical issue in terms of resident satisfaction and that there had been an “in principle” decision to significantly increase the budget for affordable warmth. However the process by which the decision not to fund this increase was made was not evidenced in the Board papers. It is clear from the Board’s Budget papers there were no options given to the Board in terms of whether other budgets could be amended to provide additional resources to the Affordable Warmth strategy.
- 4.15 The Panel were however reassured by officers that there had been a close examination of all of the budget options and the Chair of Westlea confirmed that there had been Board level discussions of options and priorities.
- 4.16 The Panel considered that the Affordable Warmth budget of £207,000 which was agreed by the Board in February 2009 should be used to assist residents in achieving more affordable warmth. In the Panel’s view the budget headings for SAP rating audits and Energy Efficiency Certificates are regulatory and compliance issues and do not contribute to affordable warmth for residents. At the Inquiry hearing the Group Resources Director indicated that this allocation could be reviewed.

What progress has been made to date in implementing the programme and what impact is it having on resident satisfaction?

- 4.17 In the discussion with the Head of Asset Management it was recognised that the key thrust of the revised strategy was to engage Energy Advisors to meet with individual residents and draw up an action plan. These action plans might relate to improved advice on controllability and tariffs but it was also recognised that in meeting with individual residents that some of the outcomes might mean requirements for additional budget resources to;
- replace old storage heaters
 - install improved controls and timers etc
- 4.18 The Panel was concerned that there had been delays with the recruitment of the Energy Advisors and at the meeting on 22nd July 2009 the Panel was advised that the recruitment process had not yet commenced. As a result there had been a slow start to the programme of individual advice sessions with residents. It was also concerning that this might mean that the Board might not have sufficient information available to it about the outcomes of the reviews to inform any budget decisions in 2010-11.

5. Conclusions and Recommendations

Conclusions

- 5.1 The Panel recognises that the Affordable Warmth Strategy is an important strategic objective for Westlea and will remain so for the foreseeable future. The Panel is impressed by the information provided to the Board on the issue and is supportive of the targeted approach adopted by the Association.
- 5.2 The Panel recognises that the issue of electric heating is a matter of dissatisfaction for a majority of residents with electric heating with 54% of tenants with electric heating saying that they were dissatisfied. It was also clear that this issue is a priority for the Westlea District Forum and features in the Residents Business Plan.
- 5.3 In recognition of this the Board did agree to increase the affordable warmth budget, subject to resources being available. However in February 2009 the proposed increase in resources was not supported. The Panel has concerns that the way in which this budget decision was taken lacked transparency and that this issue needs to be addressed in the future in order to increase accountability to residents. The Panel considers that the budget decision making process should be reviewed by Westlea. The Panel will also be conducting a further inquiry into the links between the Resident Business Plans and the GreenSquare Business Plans.
- 5.4 The Panel was advised that there were other discretionary budgets which could have been reviewed and also that the Association could increase its target rents by the 5% flexibility allowed by the rent restructuring regulations. The Panel recognised however that increasing rents (even if the proceeds were to be ring fenced to fund residents priorities) might not be popular with residents. A full consultation exercise would be required with residents to test opinion on this key issue.
- 5.5 The Panel found that there had been a slow start to the recruitment of Energy Advisors and as a result the intelligence gathering process might not adequately inform the 2010-11 budget.

Recommendations

5.6 The Panel makes the following recommendations to the Westlea Board.

Budget and decision making process

- 1. The budget decision making process be reviewed to achieve greater levels of transparency and accountability to residents.**

Resources

- 2. The Board should review (initially in consultation with the District Forum and later with Westlea residents) whether to adopt the 5% flexibility on target rents to generate additional (and ring fenced) resources for affordable warmth and other Resident Business Plan priorities.**
- 3. The Affordable Warmth budget should contain only those budget headings directly related to the provision of affordable warmth and that the budget headings for SAP Audits and EPCs etc be transferred to other budget heads .**

Energy Advice

- 4. The Board should ensure that the two Energy Advisors are recruited as soon as possible and no later than the end of October 2009.**
- 5. A programme of visits of Energy Advisors to all residents with electric heating be drawn up and progress reported to the District Forum and the Board.**
- 6. The Head of Asset Management should produce a specific report in November 2009 on the outcomes of the visits to that date by the Energy Advisors (and/or other staff or the CAB) in terms of demands for increased resources. This can be extrapolated to produce a budget bid for additional resources in 2010-11.**

Acknowledgements

This is the first Inquiry report by the Residents Scrutiny Panel. The Panel wishes to thank all of those who gave evidence to the Panel and the openness with which they answered the Panel's questions.

Panel members

Steve Harriott Independent Chair

Audrey Brown

Keith Fellows

Paul Jones

Kerry Law

Tony Shillingford

Gerry Webb

Ian Wilmer

Lesley Weare Governance support

Witnesses

Ann Cornelius Managing Director Westlea

Tim Jackson Group Director of Finance & IT

Bob Marshall Chair of Westlea

Martyn Matthews Westlea Maintenance Co-coordinator

Mike Mehaffy Westlea Head of Asset Management

Evidence

Copies of the presentations submitted to the Inquiry, minutes of the RSP meetings and the background briefing papers are available from Lesley Weare (Lesley.Weare@greensquaregroup.com).

Appendix 1 Residents Scrutiny Panel Inquiry Terms of Reference

1. Subject

This Inquiry will scrutinise the decisions taken by the Westlea Board in October 2008 and February 2009 to adopt a targeted approach to helping tenants with Electric² heating systems achieve affordable warmth (with reference to the Westlea Affordable Warmth Strategy published in December 2005).

2. Context

There is evidence that the electric heating provision for large numbers of residents in Westlea is the source of relatively high levels of tenant dissatisfaction. In October 2008 the Westlea Board decided to adopt a “targeted” approach to electric heating issues as part of the Affordable Warmth strategy, consisting of upgrading insulation, energy advice and trialling of new technology. In February 2009, as part of the budget round, the available resources were reduced and the Board agreed to a streamlined programme within the budget constraints.

2. Inquiry questions?

These are the key questions which the Inquiry will seek to answer.

- How did the Board of Westlea arrive at their decision on a targeted approach?
- What information did the Board receive from officers to inform the decision?
- How were residents involved in the decision making process?
- With the budget reduction in February 2009 how was the decision made to allocate the available resources?
- What progress has been made to date in implementing the programme and what impact is it having on resident satisfaction?

3. Information requirements

The Panel will want to see;

- reports of tenant surveys;
- board reports on the issue (including details of any options appraisals for the 3 options put to the board and detailed costings for action points for flats and bungalows as costs are only given for houses);
- details of how many properties can be converted (how many have gas piped in);
- statistics showing how many tenants with Electric heating fall into the

² This Inquiry will focus on decisions concerning individual electric heating systems and not the communal heating provision within Westlea.

“Vulnerable” category;

- any independent reports that might have been commissioned;
- details of the implementation programme for 2009-10 (showing how many individual tenants have so far benefited from the targeted improvements to their electric heating);
- directions to staff regarding helping residents to operate electric heating economically, optimizing effective operation.

4. Witnesses

The Panel will want to interview the following to better understand the Westlea strategy:

- The Group Finance Director to discuss financial issues;
- The Head of Asset Management/Westlea Maintenance Services co-ordinator to understand the technical issues;
- The MD of Westlea to discuss the Board reports;
- The Westlea Energy Advisors to discuss their work with residents.

6. Possible outcomes

Under the terms of reference for the Scrutiny Panel the Panel will be required to write a report on the outcomes of its Inquiry. The Inquiry will act as a *critical friend* in respect of the decisions taken by the Westlea Board and will make positive recommendations to the Board.

- The Panel may determine that it is satisfied with the process adopted by the Westlea Board;
- The Panel may determine that it is satisfied with the process adopted by the Westlea Board but may make some recommendations for the Westlea Board to consider;
- The Panel may wish to meet with the Westlea Board after the Board has considered the Panel’s report;;
- The Panel has the power, if it is dissatisfied with the process adopted by the Westlea Board to issue a call for action to the GreenSquare Board asking them to investigate the Panel’s concern.

PROPOSED PROGRAMME

May 2009-June 2009

1. GreenSquare Officers to provide the information requested by the Scrutiny Panel
2. Scrutiny Panel members to identify in advance the key questions that they would like to ask the key witnesses in order that they can better prepare for the Inquiry hearings.
3. Chair to agree with GreenSquare which witnesses should attend the June meeting and which should attend the July meeting.

Timeline

	May	June	July	August	September	October
Information to Panel members						
Witnesses meet with Panel		16 June 2009	22 July 2009			
Draft report written by Panel member (Kerry/Paul)			31 July 2009			
Report agreed by Panel					22 September 2009	
Report presented to Westlea Board					TBC	TBC
Report back from Westlea Board						20 October 2009