

APPENDIX A

(JUNE 2014)

LONDON BOROUGH OF HARROW COMMITTEE MEMBERSHIPS 2014/15

(Membership in order of political group nominations)

(I) GOVERNANCE, AUDIT AND RISK MANAGEMENT COMMITTEE (7)

	Labour	Conservative
	(4)	(3)
I. Members	Ghazanfar Ali Nitin Parekh Primesh Patel Antonio Weiss*	Barry Macleod- Cullinane* Amir Moshenson Bharat Thakker
II. Reserve Members	1. Kiran Ramchandani 2. Jeff Anderson 3. Kareema Marikar 4. Ms Pamela Fitzpatrick	1. Kanti Rabadia 2. Pritesh Patel 3. Chris Mote

(CH) = Chair

* Denotes Group Members for consultation on Delegated Action and/or administrative matters.

Terms of Reference

The Governance Audit and Risk Management Committee has the following powers and duties:

- a) To ensure that the Council's governance framework is in line with current guidance and best practice
- b) To review the Council's governance framework and annual improvement plan and monitor progress
- c) To review the Council's risk management strategy and monitor progress on risk management
- d) To monitor the Council's insurance arrangements
- e) To review the Council's emergency planning and business continuity arrangements and monitor progress on emergency planning and business continuity
- f) To review the Council's Health and Safety arrangements and monitor progress on Health and Safety

- g) To approve the financial statements of the authority, in particular:
- The outcome of reviews of the effectiveness of the internal control arrangements including internal audit
 - Changes in and compliance with accounting policies and practices
 - Unadjusted mis-statements in the financial statements
 - Major judgemental areas
 - Significant adjustments resulting from the audit
 - Any relevant issues raised in the external auditor's report to those charged with governance
 - the Annual Governance Statement prior to sign-off
- h) To review the Treasury Management strategy and monitor progress on treasury management in accordance with CIPFA codes of practice
- i) To monitor compliance with internal controls
- j) To consider matters arising from External Audit work which are required to be communicated to those charged with governance under the Statement of Auditing Standards (**ISA260**)
- k) To receive and consider the Annual Audit and Inspection Letter (or equivalent) and make recommendations as appropriate
- l) To scrutinise/comment on the Internal Audit three year strategic plan and annual plan
- m) To monitor progress against the Internal Audit plan and receive summaries of audit work completed and key recommendations
- n) To consider all individual Internal Audit reports on a regular basis
- o) To scrutinise/comment on the External Audit plan and fees
- p) To monitor progress against the External Audit plan and receive summaries of audit work completed and key recommendations
- q) To consider individual External Audit reports and inspection reports carried out by external agencies as appropriate and at the request of the Committee.
- r) To review the management response to audit and regulatory recommendations and progress on implementation of recommendations
- s) To recommend action where audit and regulatory recommendations are not being implemented
- t) To monitor on a regular basis the Council's approach to tackling fraud and corruption and promote an anti-fraud culture
- u) To consider the appointment of co-opted members and review the adequacy of meeting frequencies in response to the Committee's remit
- v) To appoint and maintain appropriate Lead Members from the Committee to monitor, review and update on specific areas of the Committee's remit.

(II) HEALTH AND WELLBEING BOARD

Labour

Conservative

I. Members
Simon Brown
Margaret Davine
Anne Whitehead (CH)

Chris Mote

II. Reserve Members
1. Michael Borio
2. Mrs Rekha Shah
3. Mrs Christine Robson
4. -

1. Susan Hall

Board Members:

Dr Amol Kelshiker, Clinical Commissioning Group Chair, Clinical Commissioning Group (VC)

Dr Kaushik Karia, Clinical Commissioning Group

Dr Genevieve Small, Clinical Director, Clinical Commissioning Group

Ash Verma, Harrow Healthwatch

Vacancy, Harrow Clinical Commissioning Group

Non Voting Members:

Chris Spencer, Interim Corporate Director, Children and Families, Harrow Council

Bernie Flaherty, Director Adult Social Services, Harrow Council

Andrew Howe, Director of Public Health, Community, Health and Wellbeing Group

Rob Larkman, Harrow Commissioning Group

Joanne Murfitt, Head of Assurance, NW London NHS England

Paul Najsarek, Corporate Director, Adult and Housing, Harrow Council

Simon Ovens, Borough Commander, Harrow Police

Deven Pillay, Representative of the Voluntary and Community Sector. Harrow Mencap

Javina Sehgal (Chief Operating Officer) (Harrow PCT)

(CH) = Chair

* Denotes Group Members for consultation on Delegated Action and/or administrative matters.

Terms of Reference

1. Accountability

The Health and Wellbeing Board is set up in accordance with section 102 of the Health and Social Care Act 2012. The Council can choose to delegate decision making powers to the Health and Wellbeing Board. Any recommendations are subject to the agreement of the Leader of the Council if they are not covered by the delegated authority.

The Board will undertake a review within 6 months to agree what decision making powers if any are required. These will then need to be agreed by Full Council.

Members of the Board will be required to abide by the Code of Conduct.

2. Purpose of the Board

2.1. The Government proposes that statutory health and wellbeing boards will have 3 main functions:

- to assess the needs of the local population and lead the statutory joint strategic needs assessment
- to promote integration and partnership across areas, including through promoting joined up commissioning plans across NHS, social care and public health
- to support joint commissioning and pooled arrangements, where all parties agree this makes sense

The Board will cover both adult and children's issues.

2.2. The purpose of the Board is to improve health and wellbeing for the residents of Harrow and reduce inequalities in outcomes. The Board will hold partner agencies to account for delivering improvements to the provision of health, adult and children's services social care and housing services.

3. Key Responsibilities

3.1. The key responsibilities of the Health and Wellbeing Board shall be:

- 3.1.1. To agree health and wellbeing priorities for Harrow
- 3.1.2. To develop the joint strategic needs assessment
- 3.1.3. To develop a joint health and wellbeing strategy
- 3.1.4. To promote joint commissioning
- 3.1.5. To ensure that Harrow Council and the CCG commissioning plans have had sufficient regard to the Joint Health and Wellbeing strategy
- 3.1.6. To have a role in agreeing the commissioning arrangements for local Healthwatch
- 3.1.7. To consider how to best use the totality of resources available for health and wellbeing.
- 3.1.8. To oversee the quality of commissioned health services
- 3.1.9. To provide a forum for public accountability of NHS, public health, social care and other health and wellbeing services
- 3.1.10. To monitor the outcomes of the public health framework, social care framework and NHS framework introduced from April 2013)

- 3.1.11. To authorise Harrow's Clinical Commissioning Group annual assessment
- 3.1.12. To produce a Pharmaceutical Needs Assessment and revise every three years (First PNA to be produced by 1st April 2015)
- 3.1.13. Undertake additional responsibilities as delegated by the local authority or the Clinical Commissioning Group e.g. considering wider health determinants such as housing, or be the vehicle for lead commissioning of learning disabilities services.

4. Membership

4.1. The Chair of the Board will be nominated by the Leader of Harrow Council.

4.2. The voting membership will be:

- Members of the Council nominated by the Leader of the Council (4)
- Chair of the Harrow Clinical Commissioning Group (vice chair)
- GP representative of the Harrow Clinical Commissioning Group
- A further representative of the Harrow Clinical Commissioning Group
- Chair of Healthwatch

4.3. The following Advisors will be non-voting members:

- Director of Public Health
- Chief Officer, Voluntary and Community Sector
- Senior Officer of Harrow Police
- Accountable Officer – CCG
- Chief Operating Officer – CCG
- Corporate Director Community, Health and Wellbeing
- Corporate Director Children's Services
- Director Adult Social Services

4.4. The voluntary and community sector representative shall be nominated by the Voluntary Community Sector Forum on an annual basis.

4.5. Members are appointed annually. Members of the Board shall each name a reserve who will have the authority to make decisions in the event that they are unable to attend a meeting.

4.6. Board members shall sign a register of attendance at each meeting and should not normally miss more than one meeting within a financial year.

4.7. The chair of the Clinical Commissioning Group will serve as the vice chair of the Health and Wellbeing Board.

4.8. Providers will be invited to attend meetings as required depending on the subject under discussion.

4.9. Participation of the NHS Commissioning Board

4.9.1. The National Health Service Commissioning Board must appoint a representative to join Harrow's Health and Wellbeing Board for the purpose of participating in the Board's preparation of the JSNA and JHWS

4.9.2. The Health and Wellbeing Board can request the participation of the NHS Commissioning Board representative when the Health and Wellbeing Board is considering a matter that relates to the exercise or proposed exercise of the commissioning functions of the National Health Service Commissioning Board in relation to Harrow

4.10. Meeting Frequency

4.10.1. The Board shall meet bi monthly subject to review

4.10.2. An extraordinary meeting will be called when the Chair considers this necessary and/or in the circumstances where the Chair receives a request in writing by 50% of the voting membership of the Board

4.11. Health and Wellbeing Board Executive

4.11.1. The purpose of the Health and Wellbeing Board Executive is to:

- Develop and deliver a programme of work based on the Joint Commissioning priorities and the Joint Health and Wellbeing Strategy
- Shape future years joint commissioning
- Shape the agenda for future HWB meetings
- Engage and understand the views of different organisations (including providers)
- Bring together a collective view of partners and providers to the six weekly Health and Wellbeing Board
- Share Commissioning Intentions and common priorities
- Govern and quality assure the Health and Wellbeing Board work programme
- Be aware and discuss emerging policy and strategy
- Problem Solving
- The meetings of the Executive will be scheduled to meet before the Board.

4.12. Local Safeguarding Boards

4.12.1. The Council's two Local Safeguarding Boards have a horizontal link to the Health and Wellbeing Board and include:

4.12.1.1. Local Safeguarding Adults Board

4.12.1.2. Harrow Local Children's Safeguarding Board

4.13. Sub Groups

4.13.1. The Board will review each year which sub groups are to be established based on the Boards priority areas

4.13.2. The Sub Groups will ensure that the views of patients and service users are included.

- 4.13.3. Sub groups will be informal officer level groups.
- 4.13.4. Sub groups should provide a copy of their previous minutes or a list of issues for discussion at alternate Health and Wellbeing Board meetings to be considered by members.

4.14. Conduct of Meetings

- 4.14.1. Meetings of the Board will be held in public except where the public are excluded from the meeting by resolution in accordance with Access to Information Act.
- 4.14.2. The quorum of the Board shall be 50% of the voting membership – however there must be attendance of at least one voting member from both the Council and the Clinical Commissioning Group. Should the quorum not be secured the meeting will not take place.
- 4.14.3. Decisions shall be made on the basis of a show of hands of a majority of voting members present. The Chairman will have a second or casting vote.
- 4.14.4. Each meeting will have provision for the public to ask questions. There will be a total limit of 15 minutes for the asking and answering of public questions.
- 4.14.5. Harrow Council Democratic Services will service the meetings including the preparation and circulation of agenda and the production of minutes.
- 4.14.6. Minutes of the meetings will be available on the website of the council.
- 4.14.7. The chair shall sign off the minutes as a true and accurate record of the meeting.
- 4.14.8. Agendas and supporting papers will be available on the website of the council at least five working days before the meeting.

(III) LICENSING AND GENERAL PURPOSES COMMITTEE (15)

	Labour	Conservative	Ungrouped
	(8)	(6)	(1)
I. Members	Chika Amadi Michael Borio Kareema Marikar* Phillip O'Dell Varsha Parmar Primesh Patel Krishna Suresh Adam Swersky	Ramji Chauhan Susan Hall Kanti Rabadia Stephen Wright* Amir Moshenson John Hinkley	James Bond
II. Reserve Members	1. Jo Dooley 2. Aneka Shah 3. Nitin Parekh 4. Ghazanfar Ali 5. Mrs Rekha Shah 6. Sasi Suresh 7. Sachin Shah 8. David Perry	1. Lynda Seymour 2. Kam Chana 3. Manji Kara 4. Marilyn Ashton 5. Ameet Jogia 6. Vina Mithani	1. Georgia Weston

(CH)

= Chair

* Denotes Group Members for consultation on Delegated Action and/or administrative matters.

Terms of Reference

The powers and the duties of the Licensing and General Purposes Committee are:

- (a) To consider all matters which the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 and 2001 (as amended) listed by Committee in the Schedule to this document, which are required not to be the responsibility of the Executive, save for those matters delegated to other Committees of the Council;
- (b) To carry out the functions under any relevant statutory provision within the meaning of Part I (Health, safety and welfare in connection with work, and control of dangerous substances) of the Health and Safety at Work Act 1974, to the extent that those functions are discharged otherwise than in the authority's capacity as an employer;
- (c) To keep under review and to determine the arrangements for the holding of elections and any referendums within the Borough and to initiate or respond to any proposals to the change of ward, constituency or Borough boundaries;

- (d) The determination of applications under the Council's Personal Injury Allowance Scheme.
- (e) To determine all matters and duties on the authority imposed by legislation, regulations orders, codes, and similar provisions for:
- All activities under the Licensing Act 2003
 - Food safety and control.
 - Animal health, welfare, safety and control.
 - Gaming, betting, lotteries and related amusements
 - Crime and disorder issues related to the above duties.

(IV) OVERVIEW AND SCRUTINY COMMITTEE (9)

	Labour	Conservative
	(5)	(4)
I. Members	Ghazanfar Ali Jeff Anderson Michael Borio Jerry Miles* Kiran Ramchandani	Richard Almond Paul Osborn* Chris Mote Kam Chana
II. Reserve Members	1. Ms Pamela Fitzpatrick 2. Adam Swersky 3. Phillip O'Dell 4. Antonio Weiss 5. Jo Dooley	1. Susan Hall 2. Barry Macleod-Cullinane 3. Lynda Seymour 4. Stephen Wright

Voting Co-opted Members:

- (1) Two representatives of Voluntary Aided Sector
- Mrs J Rammelt/Reverend P Reece**
- (2) Two representatives of Parent Governors
- Vacancy (Primary) / Mrs A Khan (Secondary)**

[Notes: The Scrutiny Leads should be main members of their respective committees].

(CH) = Chair

(VC) = Vice-Chair

*** Denotes Group Members for consultation Delegated Action and/or on administrative matters.**

Terms of Reference

The Overview and Scrutiny Committee has the following power and duties:

- 1. To oversee an agreed work programme that can help secure service improvement through in-depth investigation of poor performance and the development of an effective strategy/policy framework for the council and partners;**
- 2. To have general oversight of the council's scrutiny function;**
- 3. To offer challenge and critical support to the Executive's policy development function and the long-term strategic direction of the borough;**

4. To anticipate policy changes and determine their potential impact on residents and to recommend changes where these are appropriate;
5. To consider the council and partners' strategic approach to service delivery, using, where necessary, the power of overview and scrutiny committees to receive information from partner agencies and to require partner authorities to respond to reports and recommendations from the Committee, as set out under Part Five of the Local Government and Public Involvement in Health Act 2007;
6. To undertake detailed investigation of service/financial performance in order to recommend policy changes to the Executive and to commission investigations by the Performance and Finance Sub-Committee;
7. To have regard, in carrying out its functions, to the requirement to involve local representatives, as set out in Part Seven of the Local Government and Public Involvement in Health Act 2007;
8. To report scrutiny findings and recommendations to the Executive within 8 weeks of being published or to its next meeting, whichever is the sooner, in accordance with the council's constitution
9. To consider items included in the Forward Plan;
10. To consider Councillor Call for Action in terms of
 - a. Local Government Matters (Section 119, Local Government and Public Involvement in Health Act 2007)
 - b. Local Crime & Disorder Matters (Section 19, Police & Justice Act 2006)
11. To discharge the functions conferred by Section 21(f) of the Local Government Act 2000 of reviewing and scrutinising, in accordance with regulations under Section 7 of the Health and Social Care Act 2001, matters relating to the planning, provision and operation of health services in Harrow.
12. To respond to consultations from local health trusts, Department of Health and any organisation which provides health services outside the local authority's area to inhabitants within it.
13. To call senior officers to give evidence in response to petitions and/or to review the actions taken by the Council in response to petitions in accordance with the Council's Petition Scheme.

(V) PENSION FUND COMMITTEE (4)

	Labour	Conservative
	(2)	(2)
I. Members	Keith Ferry* Adam Swersky	Barry Macleod-Cullinane* Bharat Thakker
II. Reserve Members	1. Antonio Weiss 2. Nitin Parekh	1. Norman Stevenson 2. Kam Chana

Harrow UNISON Co-optee (Non-voting): Steve Compton
GMB Co-optee (Non-voting): Pamela Belgrave
Co-optee (Non-voting): Howard Bluston

(CH)

= Chair

* Denotes Group Members for consultation on Delegated Action and/or administrative matters.

Terms of Reference

The Pension Fund Committee has the following powers and duties:

1. to exercise on behalf of the Council, all the powers and duties of the Council in relation to its functions as Administering Authority of the LB Harrow Pension Fund (the fund), save for those matters delegated to other Committees of the Council or to an Officer;
2. the determination of applications under the Local Government Superannuation Regulations and the Teachers' Superannuation Regulations;
3. to administer all matters concerning the Council's pension investments in accordance with the law and Council policy;
4. to establish a strategy for the disposition of the pension investment portfolio; and
5. to appoint and determine the investment managers' delegation of powers of management of the fund;
6. to determine cases that satisfy the Early Retirement provision under Regulation 26 of the Local Government Pension Scheme Regulations 1997 (as amended), and to exercise discretion under Regulations 8 of the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2000 (as amended), subject to the conditions now agreed in respect of all staff, excluding Chief Officers;

7. to apply the arrangements set out in (6) above to Chief Officers where the application has been recommended by the Chief Executive, either on the grounds of redundancy, or in the interests of the efficiency of the service, and where the application was instigated by the Chief Executive in consultation with the leaders of the political groups;
8. to approve any severance packages for Officers of £100,000 or over irrespective of the grade of Officer. The definition of severance package is in accordance with the DCLG supplementary statutory guidance 'Openness and accountability in local pay: Guidance under section 40 of the Localism Act 2011 issued in February 2013;
9. to report back to Council for information purposes on all such approved severance packages.

(VI) PLANNING COMMITTEE (7)

Labour

Conservative

(4)

(3)

**I.
Members**

**Keith Ferry*
Graham Henson
Kareema Marikar
Anne Whitehead**

**June Baxter
Stephen Greek*
Norman Stevenson**

**II.
Reserve
Members**

1. Ghazanfar Ali
2. Nitin Parekh
3. Sachin Shah
4. Barry Kendler

1. Manji Kara
2. Ameet Jogia
3. Pritesh Patel

(CH)

= Chair

(VC)

= Vice-Chair

* Denotes Group Members for consultation on Delegated Action and/or administrative matters.

Terms of Reference

The Planning Committee has the following powers and duties:

1. To exercise the functions of the council as local planning authority under the Town and Country Planning Act 1990 and other planning and subordinate legislation with the exception that:
 - a) the preparation, maintenance and updating of the Local Development Framework; and
 - b) the consideration of any policy matter concerning the planning of the Borough, including the development of major sites but not the determination of any planning application;shall be matters to be determined by the Cabinet.
2. To determine applications for certificates under section 17 of the Land Compensation Act 1961.
3. To consider and, if appropriate, serve Article 4 Directions removing permitted development rights in accordance with the Town and Country Planning General (Permitted Development) Order 1990.
4. To determine and enforce building regulations.
5. All other functions relating to town and country planning and development control as set out in the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 (as amended) listed by Committee in the schedule to this document.

(VII) STANDARDS COMMITTEE (5) (Non-proportional)

	Labour	Conservative
	(3)	(2)
I. Members	Mitzi Green Graham Henson* Kareema Marikar	Paul Osborn* Richard Almond

II. Reserve Members	1. - 2. - 3. -	1. 2. 3.
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III. Independent Persons	Independent Persons (Quorum (2)):- Mr James Coyle Dr John Kirkland Mr Derek Lawrence (Vacancy)
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* Denotes Group Members for consultation on Delegated Action and/or administrative matters.

Terms of Reference

The Standards Committee will have the following powers and duties:

- (a) promoting and maintaining high standards of conduct by Councillors, co-opted members and “church” and parent governor representatives;
- (b) assisting Councillors, co-opted members and “church” and parent governor representatives to observe the Members’ Code of Conduct;
- (c) advising the Council on the adoption or revision of the Members’ Code of Conduct;
- (d) monitoring the operation of the Members’ Code of Conduct;
- (e) developing and recommending local protocols to the Council to supplement the Members’ Code of Conduct;
- (f) enforcing local protocols and applying sanctions in respect of breaches as appropriate;
- (g) advising, training or arranging to train Councillors, co-opted members and “church” and parent governor representatives on matters relating to the Members’ Code of Conduct;
- (h) granting dispensations to Councillors, co-opted members and “church” and parent governor representatives from requirements relating to interests set out in the Members’ Code of Conduct;

- (j) to keep under review and amend, as appropriate, the Protocol on Councillor/Officer Relations;
- (k) to keep under review the Officer Code of Conduct and, after consultation with unions representing staff, make recommendations to Council for amendment or addition;
- (l) to receive reports and keep a general overview of probity matters arising from ombudsman investigations, Monitoring Officer reports, reports of the Chief Financial Officer and Audit Commission;
- (m) to have oversight of the Council's Whistleblowing Policy;
- (n) to agree the policy for decisions on payments to those adversely affected by Council maladministration (under section 92 Local Government Act 2000);
- (o) To establish sub-committees and working groups to deal with complaints that a member or a co-opted member has failed to comply with the Council's Code of Conduct;
- (p) To consider any application received from any officer of the Authority for exemption from political restriction under Sections 1 and 2 of the Local Government and Housing Act 1989 in respect of the post held by that officer and may direct the Authority that the post shall not be considered to be a politically restricted post and that the post be removed from the list maintained by the Authority under Section 2(2) of that Act;
- (q) Upon the application of any person or otherwise, consider whether a post should be included in the list maintained by the Authority under Section 2(2) of the 1989 Act, and may direct the Authority to include a post in that list.

Membership rules:

- i. An Elected Mayor or the Leader may not be Members;
- ii. The Chair of the Committee must not be a Member of the Executive;
- iii. Only one member of the Executive can be a member of the Committee.

(VIII) STANDING ADVISORY COUNCIL FOR RELIGIOUS EDUCATION (3)

Labour **Conservative**

(2) **(1)**

I. Members **Ghazanfar Ali** **Camilla Bath**
Sasi Suresh

II. Reserve Members 1. Kareema Marikar 1. Manji Kara
2. Margaret Davine

(Note: Chair to be appointed at a SACRE meeting).

Other Representatives

Christian and Other Religious Denominations	- Ms M Afnan
	- Ananda Caitanya Das
	- Mr Z Baig
	- Mr M Bishop
	- Ms A Clapham
	- Dr J Crow
	- Ms V Dodhia
	- Mrs P Gan-Kotwal
	- Mr V Hirani
	- Mr Z Khalid
	- Councillor Asad Omar
	- Mr N Ransley
	- Mrs G Ross
	- Mrs D Samuels
	- Mr P Singh-Kohli
	- Ms B Wilson
	- Ven Sumana Sramaner
Church of England	- Mrs M Abbott
	- Rev'd P Barnes
	- Rev'd M Stone
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Teachers' Associations	- Mrs M Radia
	- Mrs A Stowe (CH)
	- (Vacancy)
	- (Vacancy)
	- (Vacancy)

Officer	-	Ms R Bowerman (Senior School Improvement Professional and Adviser to SACRE)
Clerk	-	Ms V Wright

Terms of Reference

1. To advise the Borough's Teachers and the Manager of the Library Service on the provisions of appropriate teaching resources in support of the Harrow agreed RE syllabus.
2. To assist teachers in RE by devising and making available to them schemes of work and teaching materials based upon the Harrow agreed syllabus.
3. To assist in identifying teachers' in-service needs and in conjunction with the Teachers' Centre and the Advisory and Inspection Service, to arrange appropriate courses for teachers.
4. To make recommendations to the Corporate Director Children & Families on resources deemed desirable for implementing and reviewing the agreed syllabus and in furthering the effectiveness of religious education in Harrow Schools.
5. To call a Standing Conference for reviewing the agreed syllabus of Religious Education from time to time.
6. To approve exemptions from Statutory Regulations on Acts of Worship.

Membership (Total 41 persons)

- (1) Group A - Representatives of Christian and Other Religious Denominations (22)
- (2) Group B - Representatives of the Church of England (3)
- (3) Group C - Representatives of Teachers (6)
- (4) Group D - Representatives of the Local Education Authority (3 Councillors and a representative of the Harrow Humanist Association).
- (5) Group E - Co-opted Members (5)
- (6) Adviser to the Council nominated by the Corporate Director Children & Families.