



# Scrutiny of flooding toolkit

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Local Government Improvement and Development and the LGiU convened a Scrutiny of Flooding Learning Network for local authorities to improve understanding of scrutiny of flooding and identify challenges that councils face in delivering the process. There were three meetings (November 2009, January and April 2010) for elected-members and officers from 19 local councils across England and Wales to identify good practices and approaches to effective scrutiny as a way of improving flood risk management. Advice was also obtained from the Centre for Public Scrutiny.

This toolkit is informed by the learning network and provides some basic information about the role and purpose of scrutiny of flooding. It focuses on what councils can do to ensure adequate resources, support effective leadership, improve the process and engage with relevant partners.

The toolkit contains the following sections:

- Understanding scrutiny of flooding
- Why is scrutiny of flooding important?
- Expectations
- Framework for scrutiny of flooding
- Top ten tips
- Effective scrutiny of flooding
- Forward looking
- Useful information on scrutiny of flooding
- Acknowledgements

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# Understanding scrutiny of flooding

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## Scrutiny

### What is scrutiny?<sup>1</sup>

Scrutiny is an essential part of ensuring that local government remains effective and accountable. It is a process of examining and monitoring the activity of a council with the aim of improving the quality of public services.

Scrutiny holds council executives to account and ensures their decision-making process is clear and accessible to the public. This should enable members of the community and councillors to play a part in influencing policy and improving public service delivery.

Scrutiny therefore provides a unique perspective on how well public services are being delivered and how they could be improved, from the point of view of those receiving and using those services.

### Local government overview and scrutiny<sup>2</sup>

Scrutiny in local government was formally created by the Local Government Act 2000, as part of wider changes to the way councils made decisions. Executive power was vested in either a Mayor directly elected by residents of the local authority area or a council Leader with a small Cabinet of other members having the power to make decisions both individually and collectively. Local authorities were given overview and scrutiny functions which are the responsibility of other members not in the Cabinet, to balance these new arrangements.

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<sup>1</sup> Centre for Public Scrutiny (CfPS)

<sup>2</sup> Centre for Public Scrutiny (CfPS)

The overview and scrutiny committees in local authorities are a critical friend to the cabinet as well as the community. It makes its resources, skills and experiences available to examine issues of public concern and is led by elected members. The committee provides a counter balance to the concentration of executive power in the hands of the elected cabinet.

## Flooding

The floods in summer 2007 caused significant damage to people's lives and the environment. They provided an indication of the ongoing effects that flooding can have on individuals and communities in the UK and our vulnerability to the scale and nature of future weather events and flood incidents. This can be a risk for many more communities. There is a responsibility for local authorities to understand the risks to the areas they serve and make necessary preparations for mitigating the risks and impacts of flooding.

Flood risk management: an introduction and checklist for local authorities sets out five stages of flood risk management that local authorities are likely to consider when working strategically with partners. This includes reviewing the process of flood risk management through scrutiny to identify lessons learned, answer questions and make recommendations.

## Scrutiny of flooding

Many local authorities have already begun to put plans in place to prepare for and recover from floods. However, many remain unready. In those local authorities that have taken a proactive stance, the role of scrutiny has been vital. Scrutiny enables the local authority to test its plans rigorously and in many cases independently.

There is already a good understanding of the scrutiny process in local government, but specialised knowledge on flooding is a recognised capacity issue. Those authorities that do review flood risk management tend to concentrate on the aftermath of a flood. But scrutiny should also focus on the preparation stage, for example minimising flood risks and preparing communities, key infrastructures and the built and natural environment.



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# Why is scrutiny of flooding important?

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## **Learn from past experiences**

Scrutiny has the capacity to enable councils to apply the lessons learned from past experiences and events to future policies and strategies, an aspect important for improving flood risk management.

The Centre for Public Scrutiny has identified two approaches for scrutinising flooding.

- Policy development – the committee reviews current and draft policies and plans on flooding, risks and contingencies.
- Reactive reviews – the committee reviews the area's response to flooding after it has occurred to find out what happened and where lessons could be learned.

Purely reactive reviews are much easier to conduct as high profile flood incidents enter into the public consciousness, providing a platform for review with buy-in from key stakeholders, communities and the media. In these circumstances, partner organisations are more willing to cooperate with local authorities as they wish to demonstrate to the public that they are committed to resolving the issues.

However, a combination of the two enables councils to use a more proactive approach to prevent future flood risks by applying the lessons learned to policy development.

## **Recognise the multi-agency approach**

Scrutiny has the ability to bring different partners and agencies together. This is a crucial element in flood risk management as a wide range of partners are involved in often complex relationships.

The ability of scrutiny to call on different organisations to give evidence can strengthen the multi-agency approach much needed in flood risk management. All relevant partners called upon for the scrutiny of flooding process are able to give their perspectives on the issues and gain better understanding of their partners' role. A wide and varied source of knowledge and expertise are also made available to improve future flood risk management.

## **Reassure the community**

Flooding is a high profile issue that has a significant impact on communities. By scrutinising flood risk management, councils can reassure communities that they are taking steps to reflect on and respond to their needs. Scrutiny of flooding can also help bring the scrutiny process into the public eye and legitimises the process as one that is accountable.

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# Expectations

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## Scrutiny can...

### Influence

Scrutiny can be used as a lever to bring all aspect of flood risk management to the attention of senior members and officers within a council and to relevant partners to improve services for the community.

### Help improve council delivery

Scrutiny can make recommendations to executive decision makers, aid partnership working and help highlight gaps in service provision.

## Scrutiny can't...

### Always address cross-boundary issues

It is important to recognise that scrutiny does not always lend itself to address cross-boundary issues, pertinent to effective flood risk management. It primarily deals with issues that fall within a local authority's boundaries. Joint scrutiny between district and county councils are common but it is rare to see joint scrutiny between counties or regions.

### Give powers to councils

There is little power for local authorities to demand relevant partners to share specific information and give evidence at scrutiny reviews. This lack of cooperation between organisations is a key problem in delivering effective flood risk management.

## Scrutiny shouldn't...

### Name and shame

Scrutiny should not be used as a complaints forum, a channel for apportioning blame or a means of political opposition.



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# Framework for scrutiny of flooding

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## **The Local Government Act 2000**

introduced changes to decision making and accountability that included creating a separation between executive councillors and the majority of councillors.

There is a clear distinction between the executive members' role and that of non-executive members. The former propose and implement policies, the latter review policy and scrutinise decisions.

The overview and scrutiny function includes:

- holding decision makers to account
- challenging performance and helping improve services
- ensuring policies are working as intended and, where there are gaps to help develop policy
- bringing in a wider perspective from citizens and stakeholders
- examining broader issues affecting local communities

## **Local Government and Public**

**Involvement in Health Act 2007** extends council scrutiny powers in a number of ways. Overview and Scrutiny is able to have a new locality focus with the increased potential for area based scrutiny reviews. It places a duty to co-operate on named agencies and organisations who work in partnership with local authorities. These agencies and organisations must take part in scrutiny in relation to any council's scrutiny inquiries relevant to LAA improvement targets.

In two-tier areas, this means that the power to compel organisations to co-operate rests with the county council. The "Councillor Call for Action" in the Act also enables ward councillors to refer any local government matters to overview and scrutiny that relate to the function of the authority and affect the councillors' ward or constituents.

**Flood Risk Regulations 2009** transposes the EU Floods Directive into domestic law and places a duty upon local authorities to review their flood assessments, hazard and risk maps and flood plans. The regulations also place a duty on the Environment Agency and a range of relevant bodies to provide information to assist local authorities in delivering these outputs. Local authorities' overview and scrutiny committees will have a big role to play in this.

**The Pitt Review: Learning Lessons from the 2007 floods** recommends that upper tier local authorities should be given a lead role in managing and responding to flood risks, including the establishment of Oversight and Scrutiny Committees.

The Pitt Review recommends that the function of oversight and scrutiny committees should include the following:

- Review work by public sector bodies and service providers under a legal requirement to cooperate and share information.
- Prepare and make public an annual summary of actions taken locally to manage flood risk and implement the Pitt Review, to be reviewed by the Environment Agency and Government Offices.

Flood and Water Management Act 2010 responds to the Pitt Review by calling on partner organisations with responsibilities in flood risk management to comply with requests from overview and scrutiny committees for information and response to reports. They must also have regard to committee reports and recommendations.



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# Top ten tips from Centre for Public Scrutiny

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At the Scrutiny of Flooding Learning Network meetings, the Centre for Public Scrutiny shared their top ten tips for scrutiny of flooding.

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## 1. Get relevant partners involved using legislation and persuasion.

The Local Government and Public Health Act 2007 gives powers to overview and scrutiny committees to request information from relevant partners and to require the partners to have regard to the recommendations made by committees. However, the Act does not require partners to attend meetings and some partners involved in flood risk management are not included in the Act, such as the Environment Agency, Highways Agency, police, fire service and utility companies. Councils will therefore need to use persuasion to get partners involved in the review.

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## 2. Get expert assistance through co-opting an expert or getting a technical adviser.

Flood risk management is a complex and technical issue and at times committee members may need expert advice. This could be done through co-opting an expert onto a task-and-finish group looking at flooding issues or getting a technical adviser to supplement the role of scrutiny officers to provide specialised advice on flooding. This could be someone from within the council or someone external such as an academic from your local area.

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## 3. Do not make it a dry paper exercise. Talk to people affected or those who may be affected.

Councils should be careful not to focus solely on policy documents and requirements but put more time and attention into looking at how the issues have affected people on the ground. This requires engagement with the public through talking and listening to people affected or likely to be affected by floods.

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## 4. Link it to a discussion on planning.

Flooding is detrimental to some developments built on flood plains. Your council's long term decision on planning set out in the local development framework, core strategy and other planning documents will have to be developed with an understanding of these flood risks. Councils could find ways of linking flood risks to the planning process.

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## 5. Think regionally or sub-regionally.

Floods do not conform to local authority boundaries and councils will need to work with neighbouring councils and those from further upstream as their flood responses may have direct impact in your area.

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**6. Watch out for “mission creep”.**

It is easy to get carried away and start looking at everything and anything related to flooding. For example, the committee could end up reviewing strategic planning or climate change. To effectively review local flood risk management, it is important for the scrutiny process to focus on the specific flooding issues being reviewed.

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**7. Do it at the right time.**

Scrutiny of flooding should be done at a time when you know it will add value to the council. This requires a good understanding of what the executive is working on. For example, if the council has recently published a detailed flood risk management plan, it does not add value for a scrutiny committee to review future flood planning as this leaves little room for the committee to influence the document that has been written.

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**8. Work jointly in two tier areas.**

In many examples of river flooding, joint working between districts and counties leads to more effective management. This ties in with the need for better sub-regional working at all tiers of local government.

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**9. Draft recommendations that take into account the complexity of governance and planning of flooding.**

Committees' recommendations should consider the complex level of accountability involving different organisations and departments within a council that is part of flood risk management. This includes targeting recommendations to the right people within a council. For example, rather than recommending “The Council should...”, be specific by stating “The Emergency Planning team should...”

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**10. Have a clear idea of your outcomes and objectives before you start.**

Before any review process, scrutiny committees should understand and be clear about what they are trying to improve or achieve at the review, where they are trying to influence and what outcomes or impacts are expected. Even for a reactive review where committees are keen to get the review process started, it is crucial to devote some time to pre-review planning to set out your objectives and outcomes.

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# Effective scrutiny of flooding

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The Scrutiny of Flooding Learning Network identified four areas where scrutiny needs to be strengthened to ensure more effective management of flood risks: resources, leadership, process and partnerships. Participants of the Network identified approaches under each of these four areas that councils can use their existing capacity to take forward. Some of these are specific to flooding while others are equally applicable to scrutiny of other issues.

## To ensure adequate resources for scrutiny of flooding

### **Get buy-in from senior-level members and officers**

The support of the lead member, executive members, chief executive or executive directors can help ensure appropriate resources, such as staff time and expertise, are allocated to the scrutiny process.

**Top tip:** Make senior-level members and officers aware of the risks to the council's reputation, economic development, vulnerable people and the environment.

### **Newham Council's senior level buy-in**

Newham is at increased risk of flooding in the future and the Council takes the issue very seriously. Before the PITT recommendations, ownership and co-ordination of flood risk management fell into the hands of emergency planning. However,

in the autumn of 2009 the Chief Executive nominated an Executive Board member to lead on flooding and chair a Flood Working Group. This was in recognition of the fact that flood risk management needs central co-ordination, additional funding and resources as well as the involvement of several other departments. The Executive Board member's involvement gives more focus and co-ordination to flooding issues in the Borough.

### **Address member capacity**

Councils can give more consideration to providing training and support to members throughout the review process, especially on the technical and more complex issues of flooding. This ensures members can raise more targeted questions and make more informed decisions when drawing up the recommendations.

**Top tip:** Conduct a skills audit of the members and identify champion members.

### **Hampshire County Council's light touch scrutiny**

In response to the Pitt Review and numerous flooding incidents in Hampshire, the Council conducted a light touch scrutiny as a first step in reviewing the assessment and management of flood risks and the partnership work in place to do this. As part of the preparation of the review, the council produced flood briefing packs for elected members, including detailed information such as the types of flooding, the roles and responsibilities of different organisations,

different groups involved and the areas in Hampshire most at risk from flooding. This provided members with a degree of knowledge of flooding to help them make more informed decisions about the objective and outcomes of the review and shape the questions to ask.

## To support effective leadership in scrutiny of flooding

### **Enable the de-politicisation of reviews**

A review should be conducted based on the evidence of flooding rather than political point-scoring. Therefore, any reviews should be de-politicised.

**Top tip:** Councils could bring in an independent chairperson or balance the political representation of the scrutiny Chair by having joint leadership.

### **Recognise the impacts of wider issues on flooding**

While “mission creep” should be avoided, it is important for elected members to understand how wider issues such as climate change or spatial planning and development have a direct impact on flooding. This can ensure that implementation and review of these wider issues will consider flood risks.

**Top tip:** Focus on the statutory function of flood and water management within the wider context of climate change and spatial planning.

### **Adapting to climate change at Islington**

Adapting to climate change is one of the key priorities for the Islington Strategic Partnership. In addition to addressing significant overheating risks, Islington Council is trying to manage the surface water flood risk that occurs in areas with small

amounts of green space and an overriding urban character. This issue was considered as part of the 2007 Scrutiny Commission on Climate Adaptation as well as in the Local Development Framework. Working closely with the Environment Agency the Council developed a sustainable urban drainage programme as well as guidance on how to integrate SUDS systems into new and existing developments. Islington’s Adaptation Fund, targeted at the voluntary sector, has also funded a number of SUDS projects ranging from water harvesting to green roofs. The responsibility for NI 189 - flood and coastal erosion risk management - is managed by the adaptation officer to ensure the links between flood risk and climate change are addressed. The Council also supports innovative projects such as Greening the Grey that focus on ‘greening’ the borough and increasing permeability of the urban landscape and reducing run off.

### **Motivate members and officers**

The improvements made to flood risk management as a result of scrutiny should be reported back to the members and staff involved in the review process at scheduled intervals, such as every six months or one year. This gives recognition to their contributions and enables scrutiny to fulfil its role of holding decision makers to account.

**Top tip:** Set clear policies, aims and objectives that are measureable and deliverable within a reported timescale.

### **Make use of internal expertise**

Flooding may be a technical and complex issue but some council members and staff may have knowledge and expertise in this area. Before bringing in external expertise into scrutiny, councils could make use of existing internal expertise.

**Top tip:** Consider auditing the skills available within the council by ensure department leads highlight the skill bases within their own team which can be used for the review.

## To improve the process of scrutiny of flooding

### **Ensure a joined up approach to review**

Elected members and officers need to work together in a non-political approach across all levels and departments within a council as well as across local authority boundaries to avoid duplication and ensure efficiency. Flooding is rarely restricted within a local area and neighbouring councils should also be involved in the review.

**Top tip:** Make use of scrutiny networks and forums to liaise with other local authorities embarking on reviews of flooding so that officers and members may be able to share data resources and information packs and expert in order to reduce costs and duplication. Engage with the Local Resilience Forum with their expertise in emergency planning and get the buy-in of parishes and districts with good understanding of local flood issues.

### **North East Lincolnshire's joined up approach to scrutiny of flooding**

North East Lincolnshire Council's Select Committee on Floods was formed to undertake a review of the flood in 2007 that affected 600 homes in northeast Lincolnshire and caused major disruption to services. It was made up of chairs of scrutiny panels and members from all political parties. The chair of one of the parish councils was coopted onto the committee to give the parish perspective. Due to the multi-agency nature of the committee, the Council was able to address the different stakeholders' concerns, such as the police and members of the

public. The process generated a wealth of information about the flooding incidents and the evidence generated a balance of fair praise and criticism, but avoided apportioning blame. This has been useful to the council and will assist in future emergency planning and service delivery.

### **Conduct pre-review planning**

Before a review takes places elected members and officers need to set out clear terms of reference to look at flooding issues that affect the whole area. It also needs to identify preferred objectives and outcomes to avoid mission creep and confusion.

**Top tip:** Ensure all relevant partners are involved in these early discussions to avoid any surprises during the review process.

### **Ensure early exposure to scrutiny**

Scrutiny of flooding may draw in a diverse range of people, some of whom are not usually involved in a review process. Elected-members and staff can help these people understand and prepare for scrutiny though early, informal discussions. Early engagement may also improve the reputation of scrutiny.

**Top tip:** Draw attention to scrutiny (if applicable) through the council's website, councillor newsletter, communications department and forward plans.

### **Lincolnshire County Council Overview and Scrutiny Annual Report DVD**

To make scrutiny more accessible and user-friendly to councillors, staff and the public, Lincolnshire County Council produced a cost-effective, three-minute DVD that summarised the activities of their overview and scrutiny function during 2008/9. This included strong visuals and snappy comments from members of the Council and partner organisations. This was disseminated widely to the public via YouTube and has also been

used as an introductory tool for those about to engage with scrutiny for the first time. The response has been positive to this innovative process and a second Annual Report DVD is currently under production for 2009/10. This year's DVD will build on last year's success and in addition to placing it on the Council's website and You Tube it will also be shown to local community groups who are interested in the work of the Council.

### **Make scrutiny a continuous process**

Scrutiny of flooding often focuses on the aftermath of a flood event that caused a big impact on communities but the reality is that flood risk management is a cyclical process. Scrutiny of flooding should reflect this by being a continuous process that also looks at prevention and preparation rather than a task-and-finish activity that focuses on response and recovery.

**Top tip:** Ensure scrutiny looks into the future and not entangled in previous events and parochial issues.

## **To engage with partners and build better relationships**

### **Clearly target responsibilities**

Flood risk management involves a wide and diverse range of partners. Scrutiny should understand the roles of partners involved and target recommendations based on their responsibilities.

**Top tip:** Your council can work with the media to target the public, give recognition to the role of engineers in flood risk management and organise regular meetings with local groups working on flood risk management.

### **Improve relations between parishes, districts and counties**

All levels of government play a part in managing flood risks. Scrutiny of flooding

needs to involve parishes, districts and counties to bring in relevant knowledge and experience, deliver efficiency, avoid duplications and share good practice.

**Top tip:** Develop a common vision, improve communications and remove the blame culture between councils.

### **Work with the media**

Councils can develop a good working relationship with the local media to ensure updated and accurate messages on the council's role in flood risk management are reaching the public. Make use of the role of elected members to tell a story to the media. The local media could also get involved in the review process to give evidence of their perspective on local flooding, how organisations have responded to their requests for information, and their gauge of public opinion during flooding events. Scrutiny can also ask their communications department to place articles in the local media on upcoming and current scrutiny reviews, placing the review in the local conscious.

**Top tip:** Organise media training for staff and be proactive about giving accurate and positive messages of the review to the local press.

### **Gloucestershire's story**

The floods in 2007 led to widespread media coverage in Gloucestershire. The County Council works closely with the media to ensure that relevant and timely information is channelled to the public. This involves regular contact between media representatives and Council members and officers, regular dialogues between the Council's media and scrutiny team and keeping the media informed of the scrutiny agenda. Moreover, Cllr Rob Garnham, Chairman of the Scrutiny Management

Committee, proactively makes himself available for media interviews. This has enabled the Council to tell the story that reflects its work and helped inform and reassure the community of the Council's commitment. The local and regional media has since continued to cover scrutiny of flooding activities.

### **Work with external bodies**

Scrutiny of flooding need to engage with external bodies not normally involved in the review process, such as the Environment Agency, Internal Drainage Boards and business communities affected by floods. Their involvement could provide a well-rounded account of the flood issues and offer knowledge and expertise not available within the council.

**Top tip:** Find out who your partners are and get to know them. Help these partners understand what to expect from a review process so they can be more prepared. Informal meet-and-greet sessions can help dispel apprehension from partners about the role of elected members and the scrutiny process.

### **Engage with local communities and businesses**

Flooding has very direct physical and psychological impacts on communities. The experiences, concerns and needs of local people and businesses should be a key consideration in the scrutiny process. The Audit Commission, through the Comprehensive Area Agreement (CAA), also sees scrutiny as a key part of meeting community aspirations. The CAA is to be abolished but community aspirations is likely to remain an important element of any future assessments.

**Top tip:** Make use of existing community and business initiatives and champions to inform and engage with the public such as through parish and town councillors, flood wardens, neighbourhood watch, local police and the local media.

### **Northumberland County Council's Flood Action Plan**

As a result of the flood in 2008 that caused 1,000 flooded properties and livestock lost, Northumberland developed a Flood Action Plan that details the areas at risk from flooding and the response necessary from the Council. As part of the process, a 12 week public consultation exercise was launched and details of the public meetings were disseminated through parish and town councils, the national park authority, a Northumberland community flood partnership network as well as at libraries. As public consultation on an emergency plan was never done before, Council staff and partners were initially hesitant and concerned. However, the public gave excellent feedback and were generally satisfied that the Council decided to hear their concerns. The Flood Action Plan has benefited from this.

### **Nottinghamshire Select Committee site visit**

Nottinghamshire County Council's Select Committee saw firsthand the complexities of the watercourses in North Leverton, an area most affected by the 2007 floods. Committee members were shown where the road surface was scoured away by the force of the floodwater emerging from a public footpath, the catchwater drain on the outskirts of the village and how severe overgrowth of vegetation on banks exacerbated the flooding. The Select Committee noted that it was necessary to make a site visit in order to fully understand the scale and severity of the floods and their effect on residents.

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# Forward looking

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In order to deliver effective scrutiny to improve flood risk management, the Learning Network identified areas in the review process that require further improvements and change. Some of these may be addressed through require better government recognition and support and allocation of funds.

- Government funding for flood risk management needs to be proportional to and follow the recommendations of the scrutiny committees.
  - Adequate funding, time and resources are necessary to support members and officers to access training and development in order that they build skills, knowledge and confidence in scrutiny.
  - More time is required to build relationships across boundaries and with different partner organisations before the review process starts, so that differing perspectives on flooding could be considered when the scrutiny committee sets out its objectives and outcomes.
  - Local authorities need to have the legislated powers to request the attendance of external bodies to scrutiny committee meetings, and to have regard to committee report recommendations, rather than rely on the good will of these bodies.
- Flooding events can be unavoidable, and affect local communities in catastrophic ways. Greater public engagement is necessary for the review process to respond to their needs. This includes having the funds to secure different venues to reach out to the public.





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# Useful information on scrutiny of flooding

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## Scrutiny

[Centre for Public Scrutiny \(CfPS\)](#)

Link to LG Knowledge flooding pages:  
[www.idea.gov.uk/flooding](http://www.idea.gov.uk/flooding)

[Local Government and Public Involvement in Health Act 2007](#)

[The Local Government Act 2000](#)

## Flooding

[Department for Environment, Food and Rural Affairs \(Defra\)](#)

[Environment Agency](#)

[Flood and Water Management Act 2010](#)

[Flood risk management: an introduction and checklist for local authorities](#)

[Flood Risk Regulations 2009](#)

[The Pitt Review: Learning Lessons from the 2007 floods](#)

## More information on the case studies

[Conwy County Borough Council](#) - Partnership Overview and Scrutiny Committee

[Gloucestershire County Council](#) – Summer emergency 2007

[Hampshire County Council](#) – Flooding ‘light touch’ scrutiny review

[Islington Council](#) – Adapting to Climate Change

[Lincolnshire County Council](#) – Overview and Scrutiny Annual Report DVD

[Northumberland Council](#) – Flood Action Plan

[Nottinghamshire County Council](#) – Review of the 2007 summer floods

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## Scrutiny of Flooding Learning Network members

### Organisation

Barnsley Metropolitan Borough Council  
Boston Borough Council  
Broadland District Council  
Conwy County Borough Council  
East Sussex County Council  
Gloucestershire County Council  
Hampshire County Council  
Lincolnshire County Council  
London Borough of Enfield  
London Borough of Islington  
London Borough of Newham  
Middlesbrough Borough Council  
Newark & Sherwood District Council  
Nottinghamshire County Council  
Oxfordshire County Council  
Sheffield City Council  
Somerset County Council  
South Somerset District Council  
Warwickshire County Council  
Waveney District Council



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The Local Government Group is made up of six organisations which support, promote and improve local government.

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