

Public Accounts Select Committee		
Title	Select Committee work programme 2014/15	
Contributor	Scrutiny Manager	Item 4
Class	Part 1 (open)	9 July 2014

1. Purpose

To ask Members to agree an annual work programme for the Select Committee.

2. Summary

This report:

1. Informs Members of the meeting dates for this municipal year
2. Provides the context for setting the Committee's work programme.
3. Provides a provisional work programme for 2014/15 based on items that the Committee is required to consider by virtue of its terms of reference as well as: suggestions from the committee in the previous administration; the need to follow up previous recommendations and reviews; and suggestions from officers.
4. Invites Members to decide on a programme of work for the 2014-15 administration, based on discussion and suggestions put forward at the meeting.
5. Informs Members of the process for Business Panel approval of the annual work programme.
6. Outlines how the work programme will be monitored and developed.

3. Recommendations

The Select Committee is asked to:

- Note the meeting dates and terms of reference for the Public Accounts Select Committee.
- Consider the items suggested for the work programme, as listed at appendix B.
- Consider adding additional items to the work programme, taking into consideration the criteria for selecting topics; the background; and suggestions already put forward.
- Note all forthcoming executive decisions, attached at appendix E, and consider any key decisions for further scrutiny.
- Agree a work programme for the municipal year 2014/15.
- Note how the work programme will be developed and monitored over the coming year.

4. Meeting dates

4.1 The following Committee meeting dates for the next municipal year were agreed at the Council AGM on 11 June 2014:

- 9 July 2014
- 22 September 2014
- 5 November 2014
- 10 December 2014
- 5 February 2015
- 10 March 2015

5. Context

5.1 The Committee's terms of reference are set out in appendix A. The Public Accounts Select Committee's role is to promote the better custodianship of the Council's finances and to make recommendations for best financial practice across the authority. This includes investigating ways to improve the Council's financial management practice and to improve procurement practice.

5.2 The Public Accounts Select Committee consults and comments on the Council's budget and holds the Mayor and officers to account for their performance in respect of all budgetary matters. The Committee also has a responsibility to scrutinise the effectiveness of the Audit Panel and to receive reports from the Audit Panel in respect of their overview of contract procedure rules and financial regulations

5.3 To ensure the effective scrutiny of issues, the Committee can invite expert witnesses (such as those involved in the voluntary sector) to provide evidence to the Committee on specific topics. While many witnesses welcome the chance to speak to the Committee, they are not necessarily obliged to attend.

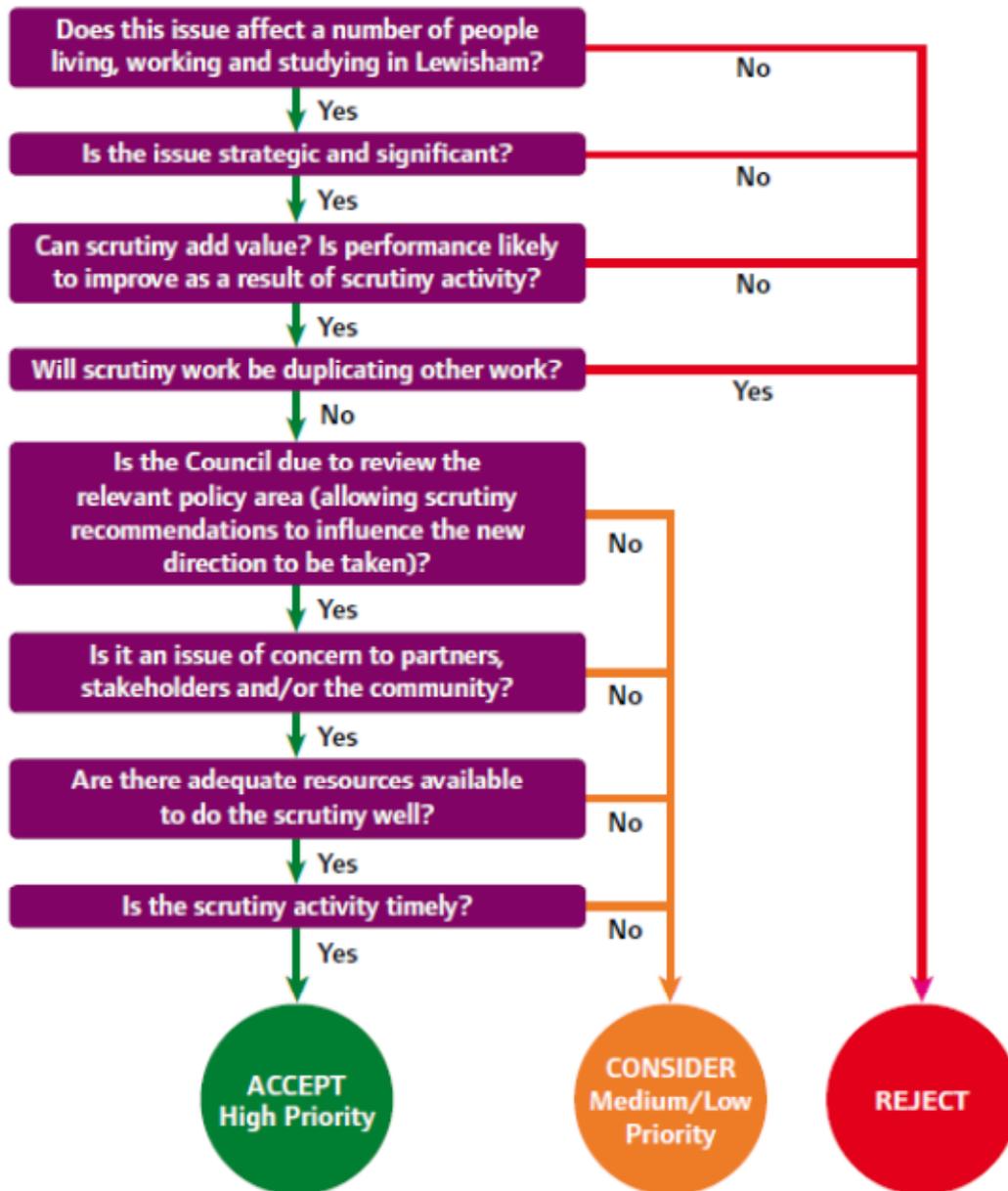
6. Deciding on items to add to the work programme

6.1 When deciding on items to include in the work programme, the Committee should have regard to:

- items the Committee is required to consider by virtue of its terms of reference;
- the criteria for selecting topics;
- the capacity for adding additional items;
- the context for setting the work programme - the key services, programmes and projects which fall within the committee's remit;
- suggestions already put forward.

6.2 The following flow chart, based on the Centre for Public Scrutiny (CfPS) advice for prioritising topics for scrutiny should help members decide which items should be added to the work programme:

Scrutiny work programme – prioritisation process



7. Different types of scrutiny

7.1 It is important to agree how each work programme item will be scrutinised. Some items may only require an information report to be presented to the committee and others will require performance monitoring data or analysis to be presented. Typically, the majority of items take the form of single meeting items, where members:

- (a) agree what information and analysis they wish to receive in order to achieve their desired outcomes;
- (b) receive a report presenting that information and analysis;
- (c) ask questions of the presenting officer or guest;
- (d) agree, following discussion of the report, whether the Committee will make recommendations or receive further information or analysis before summarising its views.

7.2 For each item the committee should consider what type of scrutiny is required and whether the item is high or medium/low priority (using the prioritisation process). Allocating priority to work programme items will enable the committee to decide which low and medium priority items it should remove from its work programme, when it decides to add high priority issues in the course of the year.

In-depth review

7.3 Some items might be suitable for an in-depth review, where the item is scrutinised over a series of meetings. Normally this takes five meetings to complete:

- Meeting 1: Scoping paper (planning the review)
- Meetings 2 & 3: Evidence sessions
- Meeting 4: Agreeing a draft report and recommendations
- Meeting 5: Signing off the final report.

7.4 If the committee would like to designate one of its work programme items as an in-depth review, this should be done at the first meeting of the municipal year to allow sufficient time to carry out the review. A scoping paper for the review will then be prepared for the next meeting.

Rapid review

7.5 A rapid review is similar to an in-depth review; however, the evidence gathering is carried out at just one meeting, with the majority, or potentially the whole, of the meeting dedicated to the review. This should allow for a quicker completion of the review. A rapid review might be useful in a number of situations:

- A committee wants to carry out more than one review as part of its work programme;
- There is limited space within the work programme for a full in-depth review;

- The topic is one that has emerged as important during the course of the year and requires more attention than a standard item would bring, but does not warrant a full in-depth review;
- There is a need for a quicker turnaround than an in-depth review would allow;
- There is a very narrow focus for the review.

7.6 A rapid review will normally be carried out over the course of a three meeting cycle:

- Meeting 1: Discussion of scoping paper during work programme discussion
- Meeting 2: Evidence session
- Meeting 3: Agreeing a draft report and recommendations

7.7 As with the in-depth review process, a scoping paper describing the review and its aims will be produced ahead of the meeting. Depending on the timing of committee meetings and the urgency of the review, the scoping paper should usually be considered by the committee during the work programme discussion. The committee might also ask the Chair to work with the scrutiny manager following the meeting in order to finalise requirements for the evidence session. The terms of reference in the scoping paper for a single meeting review will, by necessity, focus on a much narrower area than for an in-depth review.

7.8 Sources of evidence for a rapid review will include the same types as for an in-depth review. As with an in-depth review, a report will be produced for consideration at the next available committee meeting. Draft recommendations, based firmly on evidence gathered for the review, could then be discussed at the same meeting and the final report, with recommendations could be agreed by the committee. The Mayor would then be asked to respond, in the same way as for an in-depth review.

8. The Committee's areas of focus in the 2010-14 administration

8.1 The Public Accounts Select Committee has had an important role to play in the oversight and development of a number of areas of strategic importance over the last 4 years. The Committee has carried out five in depth reviews and made a number of recommendations for improvement, via referrals to Mayor and Cabinet/Council or partner organisations. The work of the Committee, and the evidence-based recommendations it has made, have had a direct impact on the development of both policy and service delivery in a number of areas. Below are some examples of the Committee's work:

Obligations to Leaseholders

8.2 In light of complaints from leaseholders, the review considered the quality and cost of the services provided to leaseholders in Lewisham in exchange for service charges and major works fees, to ensure leaseholders were getting value for money. A series of focus groups were held with leaseholders and a survey was sent to 1000 leaseholders to allow the Committee to better

understand the issues underlying the growth in complaints. As a result of the review, a series of recommendations were made and accepted, which improved the services leaseholders received. Following the review (a) the information provided to leaseholders was made clearer, more detailed and more timely; (b) payment options were changed to allow leaseholders more time to pay their bills; and (c) the monitoring procedures followed by the Council in respect of its housing providers were made more robust.

Mutualism

- 8.3 This review explored whether any assets or services currently owned or run by the Council were suitable for employee, service user or community control or ownership. The review also considered whether the Council should be promoting this and, if so, how it could do this and what practical assistance it could offer. The Committee agreed a series of recommendations which acted as a catalyst for the development of Council thinking in this area, with the result that innovative proposals for new methods of service delivery were put forward under the Council's "Seven Steps to Enterprise" process, which arose from the review. The review informed discussions on ways of working in all service areas and resulted in increased scrutiny of assets and their potential for community and other spin-off uses.

Adaptations

- 8.4 The Committee carried out a review of the assessment and installation process for home adaptations, with a focus on the Disabled Facility Grant. The Committee found that tracking and monitoring of adaptations could be improved, as could waiting times to have adaptations installed and that reablement costs could be recovered from the NHS. The recommendations from the review resulted in improved monitoring, partnership working and a decrease in waiting times for adaptations.

Fairness Review

- 8.5 The Public Accounts Select Committee led on this review with a focus on procurement and pay & employment practices, although all select committees considered fairness in their scrutiny of other areas of the council during the period the review took place. The Committee found that while the Council's overall procurement approach was good, with promotion of the London Living Wage and apprenticeships, more could be done to promote fairness through procurement. The review resulted in the development of a database of local suppliers and the further implementation of the London Living Wage amongst the Council's contractors. A key achievement, which was particularly welcomed by the South East London Chamber of Commerce, was the revision of the procurement code to require officers to obtain a quote from at least one local company in respect of all contracts under £40k and over £500, if a local supplier exists. The Council's pay and employment practices were also found to be good, but that further monitoring of the impact of council redundancies on women, the number of BME staff at senior levels and the ageing staff profile should be carried out. The recommendations resulted in

improved monitoring, the introduction of a set pay multiple, increased transparency of pay for agency staff at senior levels and a review of the Works Council.

Managing Contracts

- 8.6 The Managing Contracts Review examined the way that contracts are monitored, how contracts are enforced, the responsiveness of contractors to complaints and what procedures are in place to end contracts. The review found that good procurement practices lay the foundation for good contract management and that relationship management is key to the effective management of a contract. As a result the Council's procurement strategy was updated and existing management processes strengthened.

Finances and Financial management of Adult Social Care

- 8.7 The Committee's review of the Finances and Financial management of Adult Social Care examined the changing pressures on adult social care. These included demographics, changes in legislation and the rollout of personalisation in services, as well as contracts and procurement, budget management, charging and alternative delivery models for adult social care. The review found that support is needed to develop the market for supplying personalised services to users, that health and adult social care integration has the potential to deliver significant financial savings and improved services. Outcome based commissioning also offers an opportunity to improve outcomes for service users. The review recommended further development of direct payments and personalisation, improved information sharing among health professionals about the services adult social care provides and the increased roll-out of the London living wage among providers of residential and domiciliary care. An update on the implementation of the recommendations will be provided to the next committee.

Budget scrutiny

- 8.8 The Public Accounts Select Committee has played a key role in the scrutiny of the Council's annual budget and associated savings proposals, although all select committees have taken part in the process. The Committee received updates on the budget strategy in late spring, which provided an overview of the approach being taken and the key dates in the timetable. This was followed by the financial survey in the summer, which reviewed the Council's overall financial position, the outturn for the previous year and the forecast for the current year. In addition the Committee has carried out regular in-year monitoring of the revenue and capital budget. Budget savings were then been considered before Christmas, with each select committee considering the proposals relevant to its remit. The annual budget has been considered by the Public Accounts Select Committee in February every year before it goes to Mayor & Cabinet and then Council, with regular referrals made to Mayor & Cabinet. The Mayor and the Cabinet Member for Resources have been regular attendees at the Committee in relation to budget issues.

9. Provisional 2014/15 work programme

9.1 The Scrutiny manager has drafted a provisional work programme for the Committee to consider, which is attached at appendix B. This includes:

- those items that the select committee is required to consider by virtue of its terms of reference
- monitoring of the recommendations of recent in-depth reviews
- items suggested by the Committee in the course of the previous year- and at the last meeting of the previous municipal year.
- items suggested by senior Council officers
- the Lewisham Future programme

Suggestions from the committee

9.2 At its last meeting of the 2013/14 municipal year, the committee put forward the following suggestions for scrutiny topics for this year:

- Impact of people with no recourse to public funds in the borough

The Committee has previously identified, through its budget monitoring role, the large increase in the expenditure on supporting children of people who have overstayed in the UK but have no recourse to public funds. The local authority has a duty of care to these children and is obliged to provide for them. This item could outline the rising expenditure that has occurred, the reasons behind it and the actions that officers have taken or are going to take to address the situation.

- Oracle cross-borough project

The Committee has taken an interest in the implementation of the Oracle cross-borough project, which will implement shared financial services across a number of councils within London, as part of their interest in how working with other public sector bodies can happen. This item could provide an update on the implementation of the project as well as lessons learned.

- Council ICT

IT is crucial to the effective delivery of services throughout the borough and the Committee felt that scrutinising what ICT services the council uses and how it is provided would be appropriate. The item would then explore the potential future needs Lewisham may have for ICT, especially in the context of an increasingly digitised world and the need for radical service redesign.

- Asset management

The Committee has had a long-standing interest in the asset management approach taken by the Council, with regular updates received by the Committee over the last 4 years. This item would update the Committee on the progress made in compiling and publishing the Council's Asset Register

as well as provide a draft of the Council's new Strategic Asset Management Plan.

- Cost of Bed & Breakfast provision

The Committee has previously identified, through its budget monitoring role, an increase in the costs of bed and breakfast provision and how much the council spends on this. The item could set out how the costs have increased, the reasons behind the rising expenditure on bed and breakfast and what Lewisham is doing to address this issue.

- Development of the local market for providing direct adult social care services

As part of its Funding and Financial Management of Adult Social Care Review, the Committee identified the importance of developing a local market that allows people in receipt of direct payments to be able to buy care and activities in their local communities. This item could provide an update and information around the work carried out in achieving this.

Suggestions from officers

- 9.3 A number of scrutiny topics have been suggested by officers in view of the activity that will be taking place in relevant service areas over the course of the next municipal year. A number of issues are considered to be of significant importance and these have already been provisionally added into the work programme attached at appendix B.

The following are additional suggestions from officers:

- Mid-year Treasury Management Review

The Committee will receive an update on the mid-year position of the Council's Treasury Management.

- 9.4 It is up to the Committee to agree this provisional work programme and decide which additional items should be added.

The Lewisham Future programme

- 9.5 Through the Lewisham Future Programme the Council must save a further £95m from its £285m budget in the four years from 2014-15 to 2017-18. In order to achieve the savings, the Council has embarked on a series of thematic and cross-cutting reviews to fundamentally review the way it delivers services. This will mean that savings will be delivered over longer time periods and will need to be agreed and taken as and when they are identified. Officers have committed to regular interactions with Members in order to facilitate scrutiny of the specific savings proposals arising from the major change programmes. The Select Committee will need to retain capacity in its work programme to consider these as is necessary.

10. Approving and monitoring the work programme

- 10.1 In accordance with the Overview and Scrutiny Procedure rules outlined in the Council's constitution, each select committee is required to submit their annual work programme to the Overview and Scrutiny Business Panel. The Business Panel will meet on 29 July 2014 to consider provisional work programmes and agree a co-ordinated Overview and Scrutiny work programme, which avoids duplication of effort and which facilitates the effective conduct of business.
- 10.2 The work programme is a "living document" and as such will be reviewed at each meeting of the committee. This allows urgent items to be added and items which are no longer a priority to be removed. Each additional item added should first be considered against the criteria outlined above. If the committee agrees to add additional item(s) because they are high priority, it must then consider which medium/low priority item(s) should be removed in order to create sufficient capacity for the new item(s). The Committee has six scheduled meetings tis municipal year and its work programme needs to be achievable in terms of the amount of meeting time available.
- 10.3 At each meeting of the Committee there will be an item on the work programme presented by the scrutiny manager. When discussing this item, the committee will be asked to give particular consideration to the items programmed for the next meeting. Members will be asked to outline what information and analysis they would like in the report for each item, based on the outcomes they would like to achieve, so that officers are clear on what they need to provide.

11. Financial Implications

- 11.1 There may be financial implications arising from some of the items that will be included in the work programme (especially reviews) and these will need to be considered when preparing those items/scoping those reviews.

12. Legal Implications

- 12.1 In accordance with the Council's Constitution, all scrutiny select committees must devise and submit a work programme to the Business Panel at the start of each municipal year.

13. Equalities Implications

- 13.1 The Equality Act 2010 brought together all previous equality legislation in England, Scotland and Wales. The Act included a new public sector equality duty, replacing the separate duties relating to race, disability and gender equality. The duty came into force on 6 April 2011. It covers the following nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

- 13.2 The Council must, in the exercise of its functions, have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
- advance equality of opportunity between people who share a protected characteristic and those who do not.
- foster good relations between people who share a protected characteristic and those who do not.

13.3 There may be equalities implications arising from items on the work programme and all activities undertaken by the Committee will need to give due consideration to this.

Background Documents

Lewisham Council's Constitution

CfPS: The Good Scrutiny Guide – a pocket guide for public scrutineers

Appendices

Appendix A – Committee's terms of reference

Appendix B – Provisional work programme

Appendix C – Areas of the Council significant to the select committee

Appendix D – CfPS criteria for selecting scrutiny topics

Appendix E – How to carry out reviews

Appendix F – Notice of forthcoming executive decisions

Appendix A

The following roles are common to all select committees:

(a) General functions

To review and scrutinise decisions made and actions taken in relation to executive and non-executive functions

To make reports and recommendations to the Council or the executive, arising out of such review and scrutiny in relation to any executive or non-executive function

To make reports or recommendations to the Council and/or Executive in relation to matters affecting the area or its residents

The right to require the attendance of members and officers to answer questions includes a right to require a member to attend to answer questions on up and coming decisions

(b) Policy development

To assist the executive in matters of policy development by in depth analysis of strategic policy issues facing the Council for report and/or recommendation to the Executive or Council or committee as appropriate

To conduct research, community and/or other consultation in the analysis of policy options available to the Council

To liaise with other public organisations operating in the borough – both national, regional and local, to ensure that the interests of local people are enhanced by collaborative working in policy development wherever possible

(c) Scrutiny

To scrutinise the decisions made by and the performance of the Executive and other committees and Council officers both in relation to individual decisions made and over time

To scrutinise previous performance of the Council in relation to its policy objectives/performance targets and/or particular service areas

To question members of the Executive or appropriate committees and executive directors personally about decisions

To question members of the Executive or appropriate committees and executive directors in relation to previous performance whether generally in comparison with service plans and targets over time or in relation to particular initiatives which have been implemented

To scrutinise the performance of other public bodies in the borough and to invite them to make reports to and/or address the select committee/Business Panel and local people about their activities and performance

To question and gather evidence from any person outside the Council (with their consent)

To make recommendations to the Executive or appropriate committee and/or Council arising from the outcome of the scrutiny process

(d) Community representation

To promote and put into effect closer links between overview and scrutiny members and the local community

To encourage and stimulate an enhanced community representative role for overview and scrutiny members including enhanced methods of consultation with local people

To liaise with the Council's ward assemblies so that the local community might participate in the democratic process and where it considers it appropriate to seek the views of the ward assemblies on matters that affect or are likely to affect the local areas, including accepting items for the agenda of the appropriate select committee from ward assemblies.

To keep the Council's local ward assemblies under review and to make recommendations to the Executive and/or Council as to how participation in the democratic process by local people can be enhanced

To receive petitions, deputations and representations from local people and other stakeholders about areas of concern within their overview and scrutiny remit, to refer them to the Executive, appropriate committee or officer for action, with a recommendation or report if the committee considers that necessary

To consider any referral within their remit referred to it by a member under the Councillor Call for Action, and if they consider it appropriate to scrutinise decisions and/or actions taken in relation to that matter, and/or make recommendations/report to the Executive (for executive matters) or the Council (non-executive matters)

(e) Finance

To exercise overall responsibility for finances made available to it for use in the performance of its overview and scrutiny function.

(f) Work programme

As far as possible to draw up a draft annual work programme in each municipal year for consideration by the overview and scrutiny Business Panel. Once approved by the Business Panel, the relevant select committee will implement the programme during that municipal year. Nothing in this arrangement inhibits the right of every

member of a select committee (or the Business Panel) to place an item on the agenda of that select committee (or Business Panel respectively) for discussion.

The Council and the Executive will also be able to request that the overview and scrutiny select committee research and/or report on matters of concern and the select committee will consider whether the work can be carried out as requested. If it can be accommodated, the select committee will perform it. If the committee has reservations about performing the requested work, it will refer the matter to the Business Panel for decision.

The Public Accounts Select Committee has specific responsibilities for the following:

- To make reports and recommendations to the Council or the Executive which promote the better custodianship of the Council's finances and
- To make recommendations for best financial practice across the authority.
- To investigate the possibilities for improving the Council's financial management practice and to make reports and recommendations to Executive or Council as appropriate.
- To encourage the highest standards of financial custodianship where necessary overseeing training activity for all members in this area.
- To consult on and to comment on and make recommendations to the Executive in respect of the actual and proposed contents of the Council's budget and without limiting the general remit of the committee, to hold the Executive to account for its performance in respect of all budgetary matters.
- To receive reports as appropriate from the Audit Panel in respect of their overview of contract procedure rules and financial regulations
- To make recommendations and reports for consideration by the Executive or Council to improve procurement practice.
- To scrutinise the effectiveness of the Audit Panel

Appendix B

Provisional Public Accounts Select Committee Work Programme 2014-15

Work Item	Type of review	Priority	Strategic Priority	Delivery deadline	09-Jul	22-Sep	05-Nov	10-Dec	05-Feb	10-Mar
Lewisham Future Programme	TBC	TBC	TBC	TBC						
Election of the Chair and Vice-Chair	Constitutional Requirement	TBC	TBC	TBC						
Select Committee work programme	Constitutional Requirement	TBC	TBC	TBC						
Financial forecasts 2014/15	Performance monitoring	TBC	TBC	TBC						
Management report	Performance monitoring	TBC	TBC	TBC						
Financial outturn 2013/14	Performance monitoring	TBC	TBC	TBC						
Impact of people with no recourse to public funds in the borough (Zambrano)	Rapid review	TBC	TBC	TBC		Scope	Evidence	Report		
Rapid review (Subject TBC)	Rapid review	TBC	TBC	TBC				Scope	Evidence	Report
Oracle cross-borough project	Standard item	TBC	TBC	TBC						
Council ICT	Standard item	TBC	TBC	TBC						
Asset management update	Standard item	TBC	TBC	TBC						
Mid-year Treasury Management Review	Performance monitoring	TBC	TBC	TBC						
Annual complaints report	Performance monitoring	TBC	TBC	TBC						
Cost of Bed & Breakfast provision	Standard item	TBC	TBC	TBC						
Update on Funding and Financial Management of Adult Social Care Review	In-depth review - Update	TBC	TBC	TBC						
Development of the local market for providing direct adult social care services	Standard item	TBC	TBC	TBC						
Annual Budget	Standard item	TBC	TBC	TBC						
Audit Panel update	Constitutional Requirement	TBC	TBC	TBC						

Appendix C – Further information about directorates scrutinised by Public Accounts Select Committee

Resources and Regeneration Directorate

The Resources and Regeneration Directorate has two principal functions. Its regulatory function helps the Council meet its statutory requirements and corporate priorities through a range of professional and administrative support services, as well as support to the democratic and political process. It acts as an enabler, facilitating service delivery through a framework and structure of support, advice and guidance. In addition, the Directorate is committed to regenerating the borough, renewing the physical fabric of the borough, enhancing the overall economic well-being of Lewisham and working in partnership with others to create sustainable communities.

Resources and Regeneration Directorate has six divisions providing a range of professional and administrative services, of which five sit within the remit of Public Accounts Select Committee:

Regeneration & Asset Management – is committed to the optimisation of assets, working in partnership with others to regenerate the borough and create sustainable communities by:

- enabling and supporting the regeneration of Lewisham and helping to strengthen the local economy
- actively supporting the creation of safe, attractive, sustainable places and communities for the benefit of local people
- connecting people to economic, leisure and learning opportunities
- providing high quality, best practice stewardship of the Council's property asset
- delivering effective, value for money 'back office' functions which support the delivery of council and directorate priorities

Corporate Resources & Financial Services - are responsible for the Council's corporate budget strategy, treasury and pensions investment. Their role is to steward the Council's financial resources prudently and balancing the achievement of short-term strategies with the safeguarding of an effective resource base including:

- core accountancy
- service financial support and advice
- Community Service payments and income functions
- Payroll and Pensions

They provide advice and assurance on, and contribute to, the safe, efficient and effective delivery of Council's Services, acting as an agent to facilitate and challenge where the need and opportunity for improvement is identified.

Corporate Resources is responsible for overseeing the Council's processes for managing and mitigating risks, coordinating and providing assurance on the Council's framework of internal control, and delivering professional guidance and support to managers in the areas of investigations, insurance and health & safety.

The Procurement Team maintains an overview of corporate procurement activity and ensures that contracts and purchasing arrangements are carried out in line with legal requirements and the Council's policies and procedures. They provide advice and guidance on all aspects of the Council's contractual procedures, including Standing Orders, Financial Regulations and Lewisham's Procurement Guide, undertaking liaison as necessary to keep clients and service groups fully informed on contracting arrangements undertaken on their behalf.

Human Resources - is responsible for facilitating the development of a flexible and responsive workforce needed to deliver modern, high quality services. This is driven by the Council's People Management Strategy:

- lead and engage people through change to reshape the organisational structure, deliver an agile and flexible workforce and streamline our management costs
- improve performance to deliver and sustain high performance, improve productivity, reduce costs and maintain high quality
- develop new ways of working because of changes to the Council's role, residents' expectations of flexible, personalised and responsive services, need for agile and flexible workforce

Legal & Electoral Services – this is made up of two services:

- **Legal Services** – ensures that the Council acts lawfully, to facilitate the fulfilment of Council objectives in a way that is resistant to legal challenge; and to ensure that the Council has and uses robust decision-making processes.
- **Electoral Services** - facilitates maximum possible participation in electoral registration and the democratic electoral process.

Chief Executive's Division

The Chief Executive leads the work of the Council's staff and is accountable for the overall effectiveness and efficiency of their work in delivering services and social results locally. He works closely with the directed elected Mayor and elected councilors. The Chief Executive's division is made up of two services:

Policy and Governance

- **Policy & Partnerships Unit** – supports the Council's purpose (promoting the social, economic and environmental well-being of the borough) and direction (progress towards socio-economic and environmental goals) through research, strategic planning, policy development and support along with a rigorous approach to performance management. This combination of functions helps to provide corporate assurance for both democratic decision-making and corporate management.
- **Governance** – supports the work of the directly elected Mayor and Council in the discharge of both executive and overview & scrutiny functions, and also supports elected Members in fulfilment of their respective duties as ward representatives. The function seeks to ensure the efficient and effective discharge of statutory and constitutional responsibilities for the enhancement of local democracy and public engagement.

Strategy

- **Mayor & Cabinet Office** – provides organisational and executive support to the Mayor, Deputy Mayor and Cabinet to enable them to fulfil their leadership roles within the authority, across the community, regionally and nationally. They act as an interface between the political and managerial leadership of the Council, facilitating and managing the decision making process including sensitive and high level information, correspondence and casework directed to the Mayor & Cabinet. The Office also includes the Office of the Young Mayor, which supports Lewisham's Young Mayor, Young Advisors, Young Citizens Panel, as well as other Youth Engagement activities across the authority and partners.
- **Communications** – works to inform, influence and engage with the aim of encouraging relationships of mutual understanding, trust and goodwill between the Council, its citizens, partners and other stakeholders.
- **Strategy & Partnerships** – work on cross cutting projects where multiple partners are involved.

Customer Service Directorate

The Customer Services directorate has one section which falls under the remit of the Public Accounts Select Committee, which is outlined below:

Strategy & Performance and Information Management & Technology

The **Strategy & Performance division** contributes and informs change across the Council and supports the reshaping, redesign and improvement of services to reduce costs. This service also leads on corporate complaints across the Council including overseeing the Council's three stage complaints process and the management of casework across the directorate. Strategy and Performance is one of the four divisions within the Directorate for Customer Services and consists of 20 staff. It is split into 2 sections, Policy & Strategy (including Transformation & Development) and Programme Management.

The Strategy & Performance division contributes and informs change across the Council and supports the reshaping, redesign and improvement of services to reduce costs. This service also leads on corporate complaints across the Council including overseeing the Council's three stage complaints process and the management of casework across the directorate.

Information, Management & Technology (IMT) supports the Council's front line operations either directly or indirectly for staff, partners and elected members. Their responsibilities cover three broad areas:

- Technology infrastructure and enterprise systems for the Council as a whole
- Technology and business support for line-of-business operations
- Information Management, compliance and enterprise architecture

This involves the client role and systems support across all major contracts for corporate technology and all larger line-of-business systems. It also includes provision of print services, records management services for Social Care, telephony,

remote and mobile technologies. The service is also responsible for providing all information management services, including management of FOI and other data requests, Data Protection, information risk management and ICT security.

Audit Panel

The Council is subject to an independent audit of all Council accounts and appoints an Audit Panel to advise it on its accounts. The role of the Audit Panel includes:

- Reviewing and approving the Council's Internal Audit's strategy, plans and resources as well as receiving quarterly and annual reports from Internal Audit and the implementation of Internal Audit recommendations.
- Receiving external inspection reports and specific reports as agreed with the external auditor as well as external auditor's Annual Plan
- Monitoring of the effectiveness of the Council's risk management arrangements, the control environment and associated anti-fraud and anti-corruption arrangements.
- Receiving the Council's Annual Statement of Accounts, to consider whether appropriate accounting policies have been followed.

The Public Accounts Select Committee regularly receives updates from the Audit Panel.

Appendix D – Criteria for selecting topics

The Centre for Public Scrutiny (CfPS) has developed a useful set of questions to help committees prioritise items for scrutiny work programmes:

General questions to be asked at the outset:

- is there a clear objective for scrutinising this topic – what do we hope to achieve?
- does the topic have a potential impact for one or more section(s) of the population?
- is the issue strategic and significant?
- is there evidence to support the need for scrutiny?
- what are the likely benefits to the council and its customers?
- are you likely to achieve a desired outcome?
- what are the potential risks?
- are there adequate resources available to carry out the scrutiny well?
- is the scrutiny activity timely?

Sources of topics

The CfPS also suggest that ideas for topics might derive from three main sources: the public interest; council priorities; and external factors. These are described below.

Public interest

- issues identified by members through surgeries, casework and other contact with constituents
- user dissatisfaction with service (e.g. complaints)
- market surveys/citizens panels
- issues covered in media

Internal council priority

- Council corporate priority area
- high level of budgetary commitment to the service/policy area (as percentage of total expenditure)
- pattern of budgetary overspend
- poorly performing service (evidence from performance indicators/ benchmarking).

External Factors

- Priority area for central government
- new government guidance or legislation
- issues raised by External Audit Management Letters/External Audit Reports
- key reports or new evidence provided by external organisations on key issue

Criteria to reject items

Finally, the CfPS suggest some criteria for rejecting items:

- issues being examined elsewhere - e.g. by the Cabinet, working group, officer group, external body
- issues dealt with less than two years ago
- new legislation or guidance expected within the next year
- no scope for scrutiny to add value/ make a difference
- the objective cannot be achieved in the specified timescale

How to carry out an in-depth review

