

Safer Stronger Communities Select Committee		
Title	Select Committee work programme 2014/15	
Contributor	Scrutiny Manager	Item 4
Class	Part 1 (open)	15 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 Safer Stronger Communities 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 F, 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:

- 15 July 2014
- 10 September 2014
- 29 October 2014
- 03 December 2014
- 22 January 2015
- 04 March 2015

5. Context

5.1 The Committee's terms of reference are set out in appendix A. The Committee has a responsibility for carrying out the duties of the Overview and Scrutiny Committee as they relate to social inclusion, community participation, equality, community safety (including the work of the Safer Lewisham Partnership) and the work of the community and voluntary sector.

5.2 The Committee often scrutinises the work of the Council's Community Services directorate. In particular, the Committee reviews the work of some of the teams in the culture and community development and crime reduction and supporting people divisions.

5.3 The culture and community development division includes:

- The Cultural and Community Development Service – which is made up of the following teams:
- Community Enterprise
- Community Resources
- Cultural Development

The division oversees the allocation of the main grants programme it also provides support for community and voluntary sector organisations, the local assemblies programme, and the management of the Council's leisure services contract.

This division also includes two teams whose work falls within the terms of reference of the Healthier Communities Select Committee:

- Libraries, Information and Broadway Theatre
- Community Education Lewisham

5.4 The crime reduction and supporting people division includes the following teams:

- Crime Reduction Service (which includes Neighbourhood Community Safety Service (NCSS) and CCTV)
- Youth Offending Service (YOS)
- Prevention and Inclusion (Drugs, Alcohol and Supported Accommodation) Service

5.5 The Safer Lewisham Partnership

The Safer Lewisham Partnership is the statutory crime and disorder partnership for Lewisham. The Partnership has a duty to conduct an audit of crime, disorder, anti-social behaviour and drug misuse in Lewisham, to consult widely on the findings and set strategies to tackle the issues identified. The Partnership's terms of reference¹ are:

- To provide strategic oversight management, decision making and accountability
- To assist with areas which may not be delivering against targets
- To oversee the allocation of resources against identified need and priorities
- To review targets and performance outcomes against the work of the Partnership
- To task the Performance and Delivery Board and partners as appropriate.
- To ensure equity in representation and that equality and diversity issues are followed in the work of the partnership

5.6 The SLP is required to carry out a strategic assessment in order to monitor community safety in the borough and to develop a [strategy](#)² to tackle crime and anti-social behaviour. The Partnership's 2014-17 strategy set out the following priorities:

- Reducing Anti-social Behaviour (ASB)
- Reducing Reoffending – rehabilitation, punishment and payback
- 'Volume Crime' – Offending that affects most people in Lewisham
- Working with young people - both victims and perpetrators of crime – Youth Justice
- Making Lewisham Safer Through Crime Prevention – and working with communities

5.7 The annual Safer Lewisham [Plan](#)³ sets out the SLP's progress towards achieving its objectives. At Safer Stronger Communities Select Committee on 25 February, Members considered the draft of the 2014-15 Safer Lewisham Plan. The final plan will be formally received by the Committee at its meeting on 15 July.

Further information about the work of these teams can be found in appendix C.

5.8 The Committee also has responsibility for scrutinising the delivery of the Council's Comprehensive Equalities Scheme. The Scheme provides direction for the design and delivery of all Council services. It is monitored and updated by the Council's Policy and Partnerships Unit, which managed by the Head of Corporate Policy and Governance. The Council's equality objectives are to ensure that, in the delivery of its services, the Council takes proportionate action to:

- tackle victimisation, harassment and discrimination;
- improve access to services;
- close the gap in outcomes for citizens;

¹ From the Lewisham Strategic Partnership site:

http://www.lewishamstrategicpartnership.org.uk/partnership_safer.asp

² Safer Lewisham Strategy (2014-17) <http://tinyurl.com/lc6ys68>

³ Safer Lewisham Plan (2013-14) <http://tinyurl.com/ljlmoe>

- increase understanding and mutual respect between communities;
- increase participation and engagement.

5.9 The Committee also has a responsibility to establish links with and liaise with external organisations in the borough that are concerned with the promotion of equality of opportunity. As part of its consideration of the main grants programme, the Committee may decide to scrutinise the programme's equalities objectives and recommend ways in which the Council's approach might be improved. An item on the work programme has also been provisionally scheduled for January 2015 to focus on broader equalities issues in the borough.

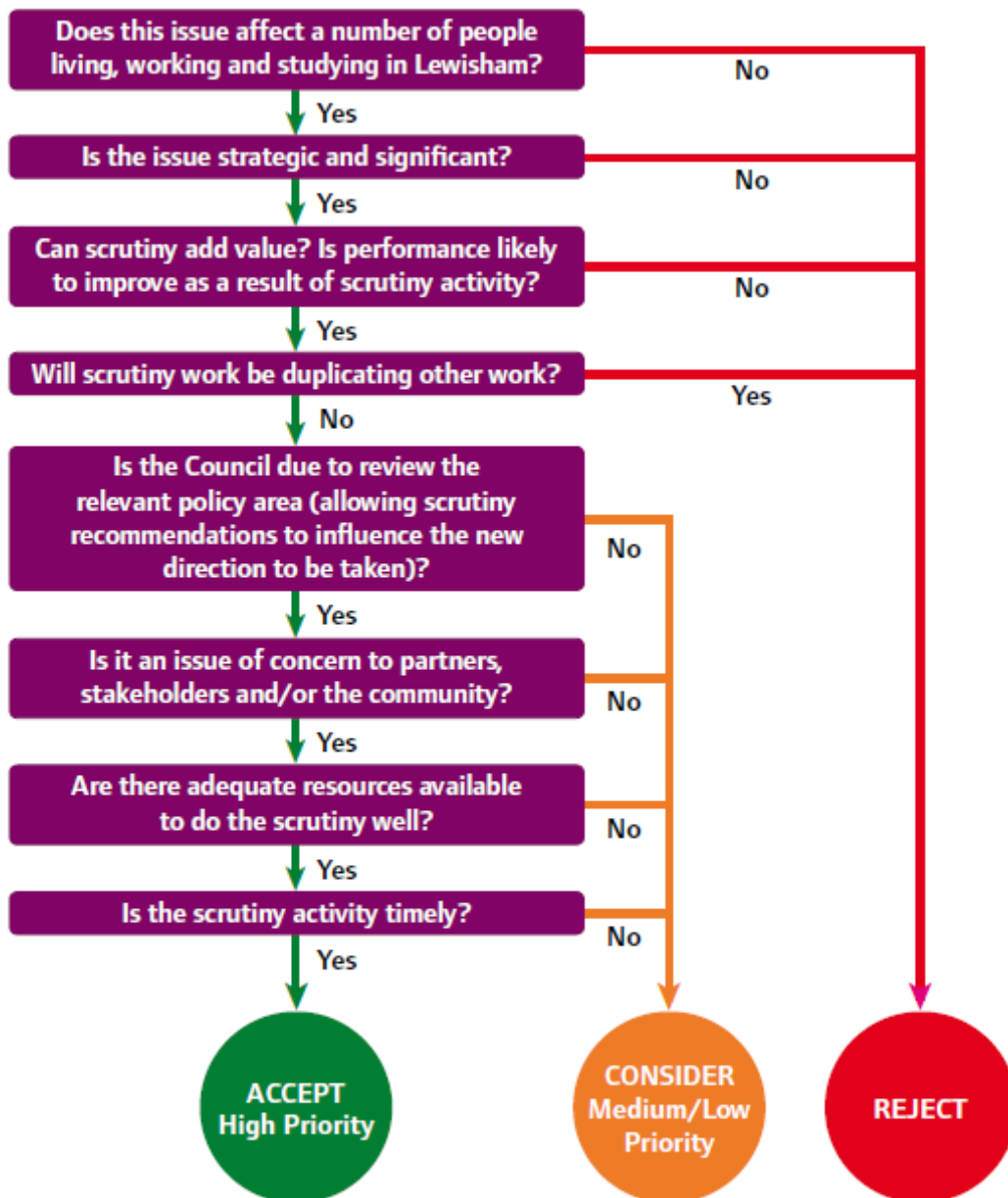
6. Deciding on items to add to the work programme

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
- Meetings 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 Safer Stronger Communities Select Committee had an important role to play in the oversight and development of a number of key areas of Council responsibility, and community concern, over the last 4 years. The Committee carried out four 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 made, 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:

8.2 Working with the community and voluntary sector

The Committee carried out a range of work investigating and examining the changing role of Lewisham's community and voluntary sector. Evidence gathered for the Committee's community and voluntary sector review highlighted the diverse range of roles the sector has in the borough; offering sports participation, hobbies, local activism and social action, support for vulnerable people, as well as supporting (and enhancing the work of) other community and voluntary organisations.

The Committee also identified gaps in the capacity of the sector and set out some of the challenges facing the Council and its partners in ensuring the future sustainability and vitality of community and voluntary sector organisations. As a result of the Committee's work the Council has increased its efforts to bolster the

capacity of the sector; working with the community to foster involvement and engagement in community and voluntary sector organisations.

The Committee kept a strong focus on patterns of funding for the sector and as a result of this work the issue of funding for the community and voluntary sector remains a significant consideration in the Council's decision making processes. The Committee's work also ensures that interactions between areas of funding provided by the Council are subject to oversight and scrutiny.

8.3 Domestic violence

Domestic violence remains a significant challenge for Lewisham's community. The Committee has reviewed actions being taken to tackle prevent violence against women and girls throughout the 2010-14 administration. Building on previous scrutiny, the Committee also carried out an in-depth review of responses to domestic violence in the borough. It sought to investigate the issue from the perspective of commonly overlooked communities; focusing specifically on services for older people, the LGB&T community and the abuse of disabled people.

Alongside highlighting the effectiveness of specific interventions to deal with domestic violence in the borough, the Committee found that there was incomplete or insubstantial information available in a number of areas to understand patterns of domestic violence in Lewisham. The Committee's work influenced the development of Lewisham's draft violence against women and girls strategy.

8.4 The emergency services review

The Committee played a key role in the Overview and Scrutiny Committee's emergency services review. The borough fire commander and the borough police commander both attended Committee meetings to answer questions about the potential impact of proposed changes to emergency services in Lewisham- that were of real concern to local people.

As a result of the Committee's involvement, detailed information regarding the plans for local implementation of the changes was gathered by the direct questioning of senior officers in two of the borough's major emergency services. The Committee directly highlighted to the Commanders the importance of communicating the potential impact of the changes to citizens in Lewisham and made a series of recommendations to both services to improve their engagement with local people. Through their involvement and engagement with local people, the Committee enriched local understanding of the implementation of the local policing model.

8.5 Enhancing local assemblies and increasing community involvement

The Committee had a keen interest in the effective roll out of local assemblies and local democratic processes. Through its sense of belonging review the Committee recommended ways in which assemblies, events and ceremonies might help to further integrate citizens in local democratic life.

As a result of the Committee's work new information about assemblies is being provided at citizenship ceremonies, enabling new citizens to become involved in the democratic life of the borough. Furthermore, a greater number of Councillors became involved in citizenship ceremonies, which it is hoped, will help to involve new citizens with local democracy and decision making.

8.6 Joint working with the Children and Young People Select Committee

The Committee was actively involved in scrutinising the Council's plans for commissioning youth service provision to ensure an effective and engaging programme of youth provision remains available across the borough in spite of reduced funding being available to the Council to deliver youth services directly. The committees held three joint meetings to scrutinise the commissioning process: at their first meeting the committees considered how the proposals for the service were intended to work; at the second meeting they reviewed the transition process from Council provision to the commissioning structure - and at their third meeting they assessed how the proposals for the allocation of funding had been made.

At each stage the committees referred their views to Mayor and Cabinet for consideration. As a result of the Committee's engagement detailed mapping of existing provision across the borough was undertaken and a strong focus on ensuring accessibility of the commissioning process to the local community and voluntary sector was maintained.

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 considered essential by senior Council officers
- the Lewisham Future programme

Suggestions from the committee

9.2 At its last meeting of the 2012/13 municipal year, the committee put forward the following suggestions for scrutiny topics for this year:

- the main grants programme;
- Community Connections;

The Committee has an important role to play in scrutinising the relationship between the Council and the community and voluntary sector. As part of the Community and Voluntary Sector review, the Committee recommended that the Council should ensure that its relationships with the sector remained coherent and focused across the organisation. With this in mind, the Committee was

insistent that it should be involved in the joint scrutiny of youth services proposals with the Children and Young People Select Committee.

As part of its overall review of spending, the Council will be considering future funding arrangements for the main grants programme. A new programme is due to be in place by the end of April 2015 and officers have set out an indicative timescale for consultation of the review, indicating that the following dates would align with scrutiny and decision making:

- July 2014 – scrutiny of main grants review consultation plan
- October/November 2014 – outcome of consultation
- April 2015 – recommendations report

Community Connections is a 'preventative community development programme', which was launched in early 2014 with the support of the Council's 'investment fund'. Its aim is to support people on the threshold of requiring social care services to maintain their independence.

The Committee was interested in the project and considered that further consideration of the programme and its intended outcomes should be scrutinised by Members.

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:

The Council's annual employment profile 2013/14

Each year the Council produces a profile of employees. This includes the numbers of people joining and leaving the organisation as well as demographic information about promotions and reorganisations. Andreas Gosh will present the results of the latest employment profile to the Committee at the meeting on 15 July, in advance of it being considered by Mayor and Cabinet.

Violence against women and girls

Tackling domestic violence, sexual violence and child exploitation have been long standing priorities for the Safer Lewisham Partnership. The Council and its partners have developed an integrated approach to tackling violence against women and girls through a systemic Violence Against Women and Girls (VAWG) Plan (2014-17). At the Committee's meeting in February 2014, it considered the draft VAWG plan and questioned the Council's Head of Crime Reduction and Supporting People regarding implementation. An item has been scheduled on the provisional work programme for the Committees October meeting to review progress on implementing the plan.

- 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.
- 9.6 All select committees have a role to play in ensuring Lewisham's communities are involved in scrutiny, but over and above this, the Safer Stronger Communities Select Committee has an obligation to consider and recommend to the Executive, ways in which participation by disadvantaged and under-represented sections of the community might be more effectively involved in democratic processes. This might lead the Committee to consider ways in which the Council can communicate changes to citizens and reach under-represented sections of the community.

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 this 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 consider 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 about what they need to provide.

11. Financial implications

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

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.

14. Crime and disorder implications

There may be crime and disorder 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.

This is particularly the case for the Safer Stronger Communities Select Committee – which has the responsibility for discharging the overview and scrutiny crime and disorder functions as set out in Sections 19 and 20 Police & Justice Act 2006 (as amended). Further information about these responsibilities is in the Committee's terms of reference (attached at Appendix A).

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 of primary significance to the work of the Select Committee

Appendix D – CfPS criteria for selecting scrutiny topics

Appendix E – How to carry out an in-depth review

Appendix F – Notice of forthcoming executive decisions (attached)

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 following roles are specific to the Safer Stronger Communities Select Committee:

- (a) To fulfil all overview and scrutiny functions in relation to the discharge by responsible authorities of their crime and disorder function as set out in Sections 19 and 20 Police & Justice Act 2006, as amended from time to time, and all other relevant legislation.

This shall include the power:

- (i) to review or scrutinise decisions made, or other action taken, in connection with the discharge by responsible authorities of their crime and disorder function,
 - (ii) to make reports or recommendations to the local authority or the executive with respect to the discharge of those functions; and
 - (iii) to make reports and/or recommendations to the local authority with respect to any matter which is a local crime and disorder matter in relation to a member of the authority. A local crime and disorder matter in relation to a member means a matter concerning crime and disorder (including, in particular, forms of crime and disorder involving anti-social behaviour or other behaviour adversely affecting the environment), or the misuse of drugs, alcohol and other substances, which affect all or part of the electoral area for which the member is elected or any person who lives or works there.
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- (b) make proposals to the Executive to promote equality of opportunity within the borough, including issues of discrimination based on race, ethnic origin, gender, disability, sexuality, age and/or class;
 - (c) to recommend to the Executive, the Council or an appropriate committee proposals for policy development in relation to equalities issues;
 - (d) to analyse policy options as necessary to inform the proposals to be made to the Executive or other appropriate committee;
 - (e) to advise the Executive or other committee on all matters relating to equality of opportunity both in terms of policy, service provision, employment and/or access to public services;
 - (f) to enhance and develop existing and innovative consultative and/or advisory work for equality of opportunity and to consider issues of inequality and discrimination across the borough;
 - (g) to consider and recommend to the Executive, ways in which participation by disadvantaged and under-represented sections of the community might be more effectively involved in the democratic processes of local government;
 - (h) to pilot methods of consultation and involvement and to report back to the Executive or appropriate committee on their effectiveness with recommendation if appropriate;
 - (i) to establish links with and liaise with external organisations in the borough which are concerned with the promotion of equality of opportunity.

Appendix B - Provisional Work Programme 2014-15

Draft Safer Stronger Communities Select Committee Work Programme 2014/15

Programme of work

Work item	Type of item	Priority	Corporate priority	Delivery deadline	15-Jul	10-Sep	29-Oct	03-Dec	22-Jan	04-Mar
Lewisham Future Programme	Standard item	High	CP10	Jul						
Election of the Chair and Vice-Chair	Constitutional requirement	High	CP10	Jul						
Select Committee work programme	Standard item	High	CP10	Jul						
Council employment profile	Standard item	Medium	CP10	Jul						
Main grant programme funding	Standard item	High	CP1	Oct						
Safer Lewisham Partnership plan and update	Standard item	Medium	CP4	Sep						
In-depth review	In-depth review	High	-	Mar		Scope	Evidence	Evidence	Recs	Report
(or) rapid review (x2)	Rapid review	High	-	Dec/Mar		Scope	Evidence	Report& scope 2	Evidence	Report
Probation service update	Standard item	Medium	CP4	Oct						
Violence against women and girls	Standard item	Medium	CP4/CP9	Oct						
Emergency services review update	Standard item	High	CP4	Dec						
Invitation to Borough Fire and Police Commanders	Performance monitoring	Medium	CP4	Dec						
(Space for an additional item)	Standard item		-	Jan						
Equalities in Lewisham	Standard item	Medium	CP10	Jan						
Local Assemblies annual report	Performance monitoring	Medium	CP1	Mar						
Safer Lewisham Strategy - monitoring and update	Performance monitoring	High	CP4	Mar						
Comprehensive Equalities Scheme - monitoring and update	Performance monitoring	Medium	CP10	Mar						

Shaping Our Future: Lewisham's Sustainable Community Strategy 2008-2020		
	Priority	
1	Ambitious and achieving	SCS 1
2	Safer	SCS 2
3	Empowered and responsible	SCS 3
4	Clean, green and liveable	SCS 4
5	Healthy, active and enjoyable	SCS 5
6	Dynamic and prosperous	SCS 6

Corporate Priorities		
	Priority	
1	Community Leadership	CP 1
2	Young people's achievement and involvement	CP 2
3	Clean, green and liveable	CP 3
4	Safety, security and a visible presence	CP 4
5	Strengthening the local economy	CP 5
6	Decent homes for all	CP 6
7	Protection of children	CP 7
8	Caring for adults and older people	CP 8
9	Active, healthy citizens	CP 9
10	Inspiring efficiency, effectiveness and equity	CP 10

Appendix C

Areas of the Council of primary significance to the work of the Select Committee:

Culture and Community Development

Head of Service - Liz Dart

Teams:

- Libraries, Information and Broadway Theatre
- Community Education Lewisham
- Cultural and Community Development Service:
 - Community Enterprise
 - Community Resources
 - Cultural Development

The work of the division:

The Culture and Community Development division leads and coordinates the Council's work with local communities. The division supports the 18 local assemblies giving a focus for community engagement and social action at a ward level. It also supports the Stronger Communities Partnership Board and the Positive Ageing Council, and provides the lead for the Council's relationship with the voluntary, community and faith sectors.

The division manages seven directly provided libraries, five community libraries, three Community Education Centres, the Broadway theatre and the two leisure centres that support the network of sport and leisure facilities across the Borough.

In April 2013 a number of distinct teams were brought together to form the new Culture and Community Development division. Each manager has a portfolio of responsibilities but works collaboratively with other team members and is flexible and responsive to changing needs within the service. There is an overlap and synergies between the work of the different teams and some key functions are delivered across the whole service such as Local Assembly coordinating and voluntary sector lead officers.

Community Resources Team

This team ensures the efficient and effective use of council resources allocated to the service. They support the work of the Culture and Community Development division as a whole providing:

- Grant management
- Information management and analysis
- Asset management
- Contract clienting – including both leisure contracts
- Finance and administrative support

They ensure a consistency in approach to grant giving, overseeing and quality assuring lead officer roles across the service, providing joined up and efficient administrative procedures. The work undertaken in relation to assets ensures that council buildings that are being managed on the Council's behalf by third parties are providing the intended cultural and community benefits and meeting regulatory standards. The team also take the lead role for Community Services Directorate in relation to the rationalisation of council assets, providing the corporate lead for community hires of premises and community asset transfers. Additionally the team include a part time events officer with responsibility for the Council's major community events including Fireworks and People's day.

Community Enterprise

This team's primary focus is to support community, voluntary and cultural organisations operating in the borough to become more enterprising and sustainable and to provide oversight to the Local Assemblies Programme. They provide the lead for the Local Assemblies programme, developing policies and procedures in relation to the programme and overseeing the coordination of assemblies across the service. The team also works closely with 2nd tier infrastructure organisations to support the sector and be the Council lead on the local compact. They also work closely with colleagues internally and externally to establish priorities for grant aid and other council support for the sector. The team works with the sector to encourage them to take advantage of growth opportunities in health and adult social care, and take a proactive approach to working with other key funders to maximise external funding for the borough and explore alternative funding models such as community shares, social philanthropy and crowd funding.

Cultural Development

This team provides the Council lead for the arts, sports and physical activity. They ensure that the Council maintains strong relationships with national and regional bodies such as the Arts Council and Sports England as well as local sports clubs and arts organisations. A key focus of the team is increasing participation in cultural activity and articulating the related social, economic and health benefits. They also take a proactive approach to securing resources for development work in partnership with internal and external colleagues. The team works with colleagues across the Cultural and Community Development division to ensure a strong cultural infrastructure is maintained in the borough. The team act as lead officers for strategic equalities organisations in the borough, provide the faith sector lead and coordinate the work of the Positive Ageing Council. They also lead on active citizenship, volunteering, time banking and time credits on behalf of the Council.

Crime Reduction and Supporting People

Head of Service - Geeta Subramaniam-Mooney

Teams:

- Crime Reduction Service
- Prevention and Inclusion
- Youth Offending Service

The work of the division:

The service aims to reduce crime, disorder and substance misuse in Lewisham in partnership with other agencies. Most of its functions involve the exercise of statutory responsibilities.

The division is subdivided into the following Service areas:

Crime Reduction Service (which includes Neighbourhood Community Safety Service (NCSS) and CCTV)

- NCSS is an integrated team delivering on a range of outcomes relating to Crime and Disorder. A core team of Neighbourhood Community Safety Officers work alongside local Policing teams to combat ASB and problem-solve on a territorial basis working towards long-term reductions in crime. The service is designed to enable a flexible approach to service delivery, and assist residents in accessing better services.
- NCSS holds a portfolio of priority crime types that they develop to achieve a Borough-wide reduction - a key example of that would be Domestic Violence and Serious Youth Violence / 'Gangs'.
- Lewisham has a borough-wide CCTV service, which covers a range of areas but is not universal coverage; however the high streets are well covered as well as residential areas as appropriate - informed by police and partnership intelligence. CCTV in Lewisham is controlled, monitored and recorded 24/7 from a modern and recently refurbished CCTV control room located in Catford. CCTV is a resource-intensive task, with cameras and associated infrastructure requiring constant upkeep and repair. However, it does reassure the public and often provides key evidence for prosecutions.

Youth Offending Service (YOS)

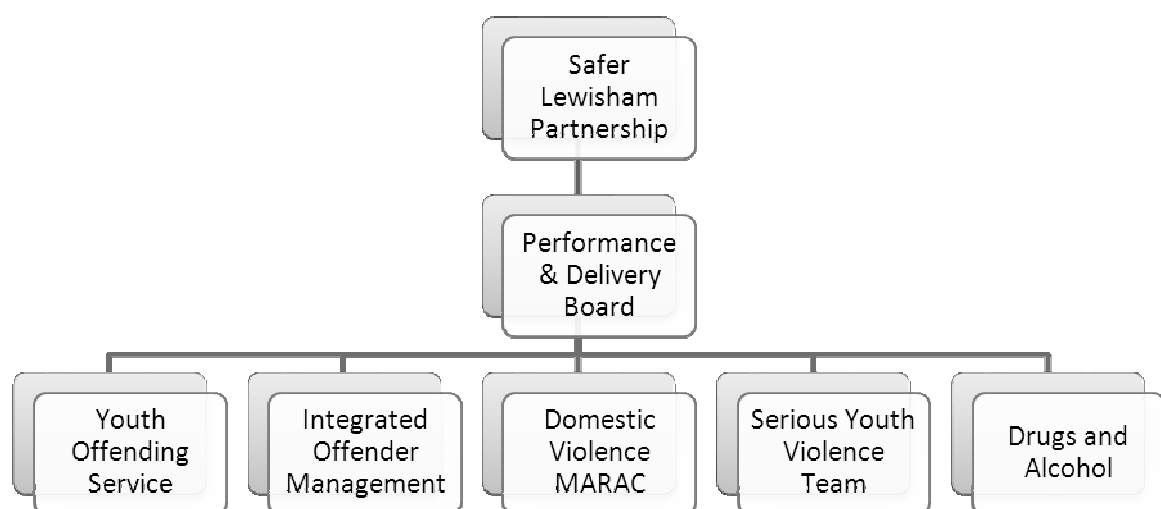
- YOS's primary role is to work with young people who have been convicted of offences in order to manage the risk they pose to themselves and others and to ensure public protection. A secondary objective is to ensure that these young people receive a comprehensive package that addresses their behaviours and education needs.

Prevention and Inclusion (Drugs, Alcohol and Supported Accommodation) Service

- The Prevention and Inclusion programme is designed to provide housing related support in order to enable individuals to live independently in the community. The overriding objective is to reduce dependence on chronic and acute services.
- The Drugs and Alcohol delivery team is responsible for implementing the National Drug Strategy and the National Alcohol Strategy, and its overarching objective is to reduce the harm caused by drug misuse to individuals and communities, both in terms of health outcomes and acts of crime. The team carries out assessment of need and works in partnership with public health and crime reduction services to commission appropriate services. The service aims to increase the number of drug users in effective treatment, and improve completion, with an emphasis on under-represented groups, and to improve education, training, employment and accommodation outcomes to support the recovery and community reintegration of drug users.
- The Drugs and Alcohol programme funds step-down generic support services for recovering drug users and support services for care leavers and young offenders supervised by the YOS, and commissions an external provider – CRI – to deliver the Drug Intervention Programme and light-touch offender management support of the Transforming Rehabilitation agenda.

Further information

Safer Lewisham Partnership



The Safer Lewisham Partnership is made up of a number of agencies:

- Local Authority - Lewisham Council

Statutory responsibility to tackle ASB, deliver Youth Offending Service, Drug Treatment, Safeguarding, Crime Reduction and Offender Management Strategies, Integrated Offender Management and Democratic Oversight and Scrutiny functions.

- Lewisham Police / Metropolitan Police

Police are primarily responsible for the recording and detection of crime, and apprehension of offenders. They also have a wider, but limited role in Offender Management and Crime Prevention. Lewisham Borough officers work together with officers from central Metropolitan Police divisions, from Traffic units to Territorial Support Group and Counter Terrorist Command.

It is important to note that some of the officers residents may come into contact with in the Borough may not be local Lewisham Police.

As part of the Committee's contribution to the Emergency Services Review, it scrutinised the plans for the implementation of the Local Policing Model in Lewisham. The Committee was concerned about the numbers of officers that would be deployed in each neighbourhood team to deal with ward specific issues.

The Emergency Services Review contained a series of recommendations for the Safer Stronger Communities Select Committee in 2014-15 to review the implementation of changes to neighbourhood policing; to monitor the function of the new police 'contact points' and to review the numbers of Police officers deployed in the borough. There is an item scheduled in the provisional work programme for the Committee's meeting in December, to invite the Borough Commander to attend the Committee.

- HM Courts & Tribunals Service (an agency of the Ministry of Justice)

This service brings together HM Courts Service & Tribunals Service into one integrated agency providing support for the administration of justice in courts and tribunals. The courts are responsible for delivering a just, swift and effective outcome. They are completely independent of the police, however the Prosecution does usually rely on evidence gathered and prepared by the Police. Trials are complex occasions, and the Courts Service is under pressure to reduce trial costs and the time it takes for a trial to take place.

- National Offender Management Service (an agency of the Ministry of Justice)

Within England and Wales, NOMS are responsible for the running of prison and probation services, the rehabilitation services for prisoners leaving prison, making sure support is available to stop people offending again, contract managing private sector prisons and services such as the Prisoner Escort Service and electronic tagging, and contract managing the new private sector Community

Rehabilitation Companies that will deliver the bulk of offender management in the community from 2015, as a part of the Transforming Rehabilitation initiative.

- Greater London Authority and Mayor's Office for Policing and Crime (MOPAC)

MOPAC now have wide commissioning and priority setting powers. MOPAC has targets for crime reduction but the means of delivering these reductions is determined by the Partnership. For example, a reduction in burglary can be attempted through a focus on enforcement, offender management, drug treatment, community education / prevention or investment in a particular technology.

The MOPAC Challenge

The challenge set by the MOPAC for the Metropolitan Police Service (MPS) up to 2016:

'A Metropolitan Police Service (MPS) that becomes the UK's most effective, most efficient, most respected, even most loved police force'

The 20/20/20, 20/20/20 Challenge promises to:

- Cut crime by 20%
- Boost public confidence by 20%
- Cut costs by 20%
- Reduce court delays by 20%
- Increase compliance with community sentences by 20%
- Reduce reoffending by young people leaving custody by 20%

MOPAC 7 - MOPAC'S target for the MPS is to cut 7 key "neighbourhood" crimes by 20% by 2016:

- Violence with injury
- Robbery
- Burglary
- Theft of a motor vehicle
- Theft from a motor vehicle
- Theft from the person
- Vandalism (criminal damage)

The aim is to achieve an aggregate Metropolitan Police-wide reduction in these offences of 20% down on average levels seen in 2008-12. The stretch target is to have these reduce by 20% based on 2011/12 figures.

Lewisham crime reduction performance

Category	2010/2011	2011/2012	2012/2013	Sparkline	%
Most Serious Violence	338	294	325		10.50%
Personal Robbery	1480	1438	1228		-14.60%
Residential Burglary	2376	2217	2461		11%
Theft of Motor Vehicle	1054	886	834		-5.90%
Theft from Motor Vehicle	2259	2187	2106		-3.70%
Assault With Injury	2543	1999	1885		-5.70%
Gun Crime	120	142	148		4.20%
Knife Crime	652	674	486		-27.90%
Serious Youth Violence	338	329	204		-38.00%
Domestic Violence	2045	1699	1988		17%
Total Notifiable	28848	27141	24687		-9%

Source: Safer Lewisham Strategy (2014-17)

Fear of crime:

Taken from the Metropolitan Police Service - Public Attitude Survey Q13 which asked "To what extent are you worried about crime in this area?" showing the % that are 'worried' or 'very worried'. Data is for the 12 months to the end of quarter.

Month-Year	Bromley	Greenwich	Lambeth	Lewisham	Southwark	MPS
Jun-08	41%	31%	30%	40%	24%	40%
Sep-08	39%	37%	19%	29%	33%	40%
Sep-08	30%	36%	35%	20%	34%	41%
Mar-09	34%	33%	42%	5%	39%	38%
Jun-09	31%	17%	46%	14%	42%	36%
Sep-09	31%	14%	52%	22%	28%	33%
Dec-09	33%	8%	38%	26%	27%	29%
Mar-10	27%	13%	37%	27%	22%	27%
Jun-10	21%	22%	35%	14%	51%	31%
Sep-10	28%	20%	38%	20%	46%	33%
Dec-10	32%	19%	32%	16%	51%	32%
Mar-11	30%	19%	25%	14%	41%	30%
Jun-11	31%	24%	29%	21%	39%	32%
Sep-11	29%	29%	26%	26%	36%	32%
Dec-11	27%	30%	29%	32%	29%	32%
Mar-12	27%	33%	37%	41%	32%	35%
Jun-12	26%	31%	36%	40%	35%	35%
Sep-12	27%	28%	34%	39%	40%	35%
Dec-12	25%	30%	37%	39%	39%	35%
Mar-13	26%	32%	35%	39%	38%	35%
Jun-13	30%	34%	31%	37%	38%	33%
Sep-13	31%	34%	30%	39%	30%	32%
Dec-13	31%	35%	26%	39%	26%	32%

Metropolitan Police Service Recorded Crime Figures and Associated Data: available online at: <http://tinyurl.com/cay9tma> (retrieved June 2014)

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

