

Sustainable Development Select Committee		
Title	Select Committee work programme 2014/15	
Contributor	Scrutiny Manager	Item 4
Class	Part 1 (open)	17 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 Sustainable Development 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:

- 10 July 2014
- 9 September 2014
- 30 October 2014
- 9 December 2014
- 20 January 2015
- 3 March 2015

5. Context

5.1 The Committee's terms of reference are set out in appendix A. The Sustainable Development Select Committee's role is to examine issues relating to the protection of the environment including 'green' issues such as the conservation of natural resources, energy efficiency and conservation and/or the reduction of pollution.

5.2 The Committee has the responsibility for scrutinising sustainable development, economic development, business support, employment and training, highways, parking, traffic and transport, and urban regeneration. The Committee also looks at public health and the environment including waste disposal, environmental health, street and market trading, as well as public protection, refuse collection and disposal, street cleaning, consumer protection, cemeteries and crematoria.

5.3 The Committee also scrutinises the formulation of the Council's planning policies, (including the preparation of the Council's Local Development Framework and other local plans for the use and development of land). In addition the Committee scrutinises the work of flood risk management and coastal erosion risk management affecting the area.

5.2 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.

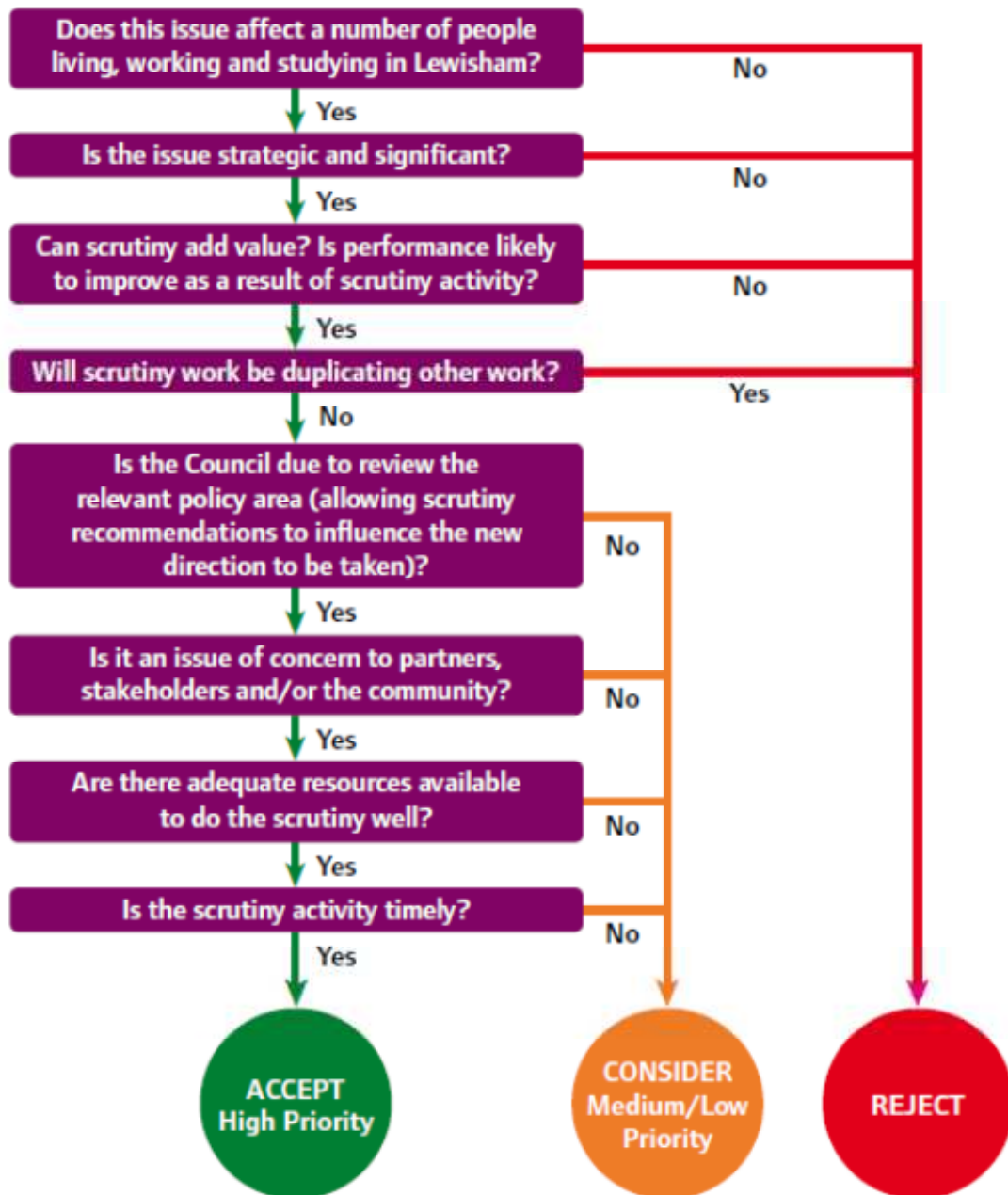
6. Deciding on items to add to the work programme

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
- 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 Sustainable Development 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 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 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:

8.2 Financial inclusion

In the wake of the financial crisis and resulting recession, the Committee resolved to consider the impact of financial exclusion in Lewisham. Members sought to deepen understanding of the nature of financial exclusion in the borough and to put forward possible responses to the issues they encountered.

It was recognised that there was good work being carried out in the borough but the Committee found that the different responses to exclusion would benefit from an improved level of coordination.

The Committee lobbied for the creation of a multi-agency financial inclusion partnership, which it felt should be involved in outreach, campaigning, coordination and capacity building. As a result of the Committee's work, a multi-agency financial inclusion forum has been set up, which has a remit to explore issues of inclusion in the borough and develop coordinated responses to issues facing marginalised citizens.

8.3 Preserving local pubs

The Committee was deeply concerned about the noticeable decline in the number of local pubs. Building on detailed analysis of Lewisham's pub trade by the Council's planning service the Committee explored some of the issues facing pubs in Lewisham. The Committee found that as well as having the potential to be a popular local business, pubs might also provide community facilities and a meeting places for social groups; it was also evident that some local pubs occupied buildings of architectural interest or were of value to their communities as local landmarks.

The Committee heard that pubs were exposed to unsympathetic developments, from which they could only be partially protected by the planning system so it recommended that the Council create an exemplar development management policy for the protection of pubs. The result of this work was the implementation of a new planning policy, which provides detailed guidance on determining planning applications and establishes an enhanced requirement for pub viability assessments in order to preserve valued local pubs.

8.4 The Bakerloo line

The Committee commissioned a study of options for the extension of the Bakerloo line into the borough in order to support the continued development of Lewisham's transport network and respond to the identified need for improved transport connections. The study set out a range of opportunities and drawbacks for the extension of the line. This work, and the Committee's solid backing of the proposals, led to a full feasibility study being commissioned by Transport for London.

The Committee has actively influenced thinking in the borough about the future of transport infrastructure and potential options for the extension of the Bakerloo line. Moreover, the Committee has proposed that the work programme for 2014/15 includes additional scrutiny of the proposals for the Bakerloo Line – alongside further investigation in to plans for the DLR and London Overground.

8.5 Parking

The Committee has been heavily involved in Lewisham's parking policy review. Recognising that parking is an issue of importance for communities across the borough, the Committee invited community groups and stakeholders to help it influence the shape and direction of parking policy in Lewisham.

8.6 Economic Development

The Committee carried out a review of the role of Council services in facilitating the conditions for new businesses, helping small businesses grow and supporting established businesses to build on their successes.

The Committee's work influenced the development of the Council's Business Growth Strategy and brought about a review of Council communications with businesses in the borough. The Committee also identified the requirement for suitable spaces for businesses to grow in the borough – and for work to support the development of 'clusters' of new business. As a result, the Business Growth Strategy incorporates an objective in its action plan to work with partners in order to ensure the development of new clusters of activity in the borough.

8.7 Joint working with the Housing Select Committee

Four of the five strategic sites identified as central to the delivery of the Council's Core Strategy are located in the north of the borough. Given the importance of the delivery of these sites, the Housing and Sustainable Development Select Committees met jointly to assess whether the Council's strategic aims were being met in terms of housing and regeneration in this part of the borough. As a result of the meeting, a series of recommendations were made relating to the Council's submission to the GLA on the Convoys Wharf development; together with recommendations relating to the presentation of London wide affordable housing statistics; and funding models for developments on publically owned land.

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:

- Enforcement services

There is an overarching review of enforcement services as part of the reshaping of the way that services are provided by Lewisham. This would encompass the enforcement of planning regulations, licensing regulations, fly tipping and littering.

- Pubs and community asset transfers

Following up on the 'Preserving Local Pubs' review, the item will focus on the progress that has been made in protecting local pubs and allowing them to be community asset transfers. There will a focus on the work around the Baring Hall Hotel in Grove Park.

- Progress of neighbourhood forums and neighbourhood planning

The item will provide a background and update on the work carried out in developing and supporting neighbourhood forums and neighbourhood planning. The item stems from previous discussions at Committee about Grove Park and a need to further support the development of neighbourhood forums.

- Modern roads

A potential in-depth or rapid review topic, which brings together three strands related to highways and roads that have either been suggested by the Committee or put forward by the Chair. The three related strands include introducing a 20 mph speed limit on roads in Lewisham, improving the borough for cyclists and improving air quality.

- Heritage and tourism

Following on from the recent scrutiny around Build the Lenox and Sayes Court Garden, this item could explore what marketing and developing is carried out in the borough to promote heritage and tourism. Although there may not be the potential for capacity to develop a Lewisham-wide tourism strategy, there is scope to find out what organisations in the voluntary and community sector are doing to promote heritage and tourism.

- Bakerloo line

A longstanding topic of interest to the Committee, this item could present an update on any developments that have taken place in relation to the potential for an extension to the Bakerloo line into Lewisham.

9.3 In addition, there were a number of suggestions from other sources

- The Lewisham Implementation Plan

Business Panel suggested on 24 September 2013 that this should be placed on the Committee's work programme early in the year to provide an overview of projects in the borough for new members.

- Complaints regarding planning matters

Business Panel recommended on 17 December 2013 that the Committee should look at complaints regarding matters.

- Catford Regeneration

Business Panel suggested on 18 February 2014 that an update on the plans for the regeneration of Catford, including the theatre, should come to the committee.

- Waste and Recycling Strategy

The Chair of Overview and Scrutiny has suggested that the Committee might want to scrutinise the Waste and Recycling Strategy in light of concerns raised about flytipping in the borough.

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 results of the consultation on the borough's flood risk management strategy
- Planning service annual monitoring report
- Waste and recycling monitoring
- Annual parking report
- Carbon reduction and fuel poverty

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 Sustainable Development Select Committee has specific responsibilities for the following:

(a) To exercise all the functions and roles of the overview and scrutiny committee in relation to the following matters:

- to examine issues relating to the protection of the environment including 'green' issues such as the conservation of natural resources, energy efficiency and conservation and/or the reduction of all types of pollution and make recommendations to the Mayor and Cabinet as appropriate;
- to comment and consult on and make recommendations to the Mayor and Cabinet in relation to the following:
 - i. sustainable development, economic development, business support, employment and training;
 - ii. the formulation of the Council's planning policies, (including the preparation of the Council's Local Development Framework and other local plans for the use and development of land, but excluding planning control and building control functions;
 - iii. highways, parking, traffic and transport, urban regeneration and housing;
 - iv. public health and the environment including waste disposal, environmental health, street and market trading (but not the granting of licences and related matters);
 - v. public protection, refuse collection and disposal, street cleaning, consumer protection, cemeteries and crematoria;
 - vi generally to examine the performance of the Mayor and Cabinet in relation to these matters.

(b) to 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.

(j) the review and scrutiny of the exercise by risk management authorities of flood risk management and coastal erosion risk management affecting the area

Appendix B - Provisional Sustainable Development Select Committee Work Programme 2013-14

Work Item	Type of review	Priority	Strategic Priority	Delivery deadline	10-Jul	09-Sep	30-Oct	09-Dec	20-Jan	03-Mar
Lewisham Future Programme	TBC	TBC	TBC	TBC						
Election of the Chair and Vice-Chair	TBC	TBC	TBC	TBC						
Select Committee work programme	TBC	TBC	TBC	TBC						
Planning obligations SPD	TBC	TBC	TBC	TBC						
In-depth review	TBC	TBC	TBC	TBC		Scope	Evidence	Evidence	Recs	Report
Or - Rapid review (x2)	TBC	TBC	TBC	TBC		Scpoe	Evidence	Report& scope 2	Evidence	Report
Complaints regarding planning matters	TBC	TBC	TBC	TBC						
Enforcement services	TBC	TBC	TBC	TBC						
Planning service annual monitoring report	TBC	TBC	TBC	TBC						
Pubs and community asset transfers	TBC	TBC	TBC	TBC						
Annual Parking Report	TBC	TBC	TBC	TBC						
Modern roads (20 mph/cycling/air quality)	TBC	TBC	TBC	TBC						
Waste and recycling	TBC	TBC	TBC	TBC						
Neighbourhood forums and neighbourhood planning	TBC	TBC	TBC	TBC						
Carbon reduction/fuel poverty	TBC	TBC	TBC	TBC						
Heritage and tourism	TBC	TBC	TBC	TBC						
Bakerloo line	TBC	TBC	TBC	TBC						
Lewisham Central Opportunity Site	TBC	TBC	TBC	TBC						
Flood risk management strategy consultation	Information item	TBC	TBC	TBC						
Local authority land information publication (Local Government Transparency Code)	Information item	TBC	TBC	TBC						
Air quality	Information item	TBC	TBC	TBC						
Catford regeneration	Information item	TBC	TBC	TBC						

Appendix C – Further information about directorates scrutinised by Sustainable Development 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. The following are areas that fall under the Sustainable Development Select Committee's terms of reference:

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

Regeneration and Asset Management contains two groups that are in the Committee's terms of reference:

Transport Group – this has a number of strands covering aspects of transport, including:

- The Engineering Team is concerned both with the physical delivery of the Council's transport policy and objectives and maintaining the Highway Asset including design, construction, asset protection and management, winter maintenance, safety inspections and both planned and reactive maintenance works.
- The Transport Policy Team leads the Council's work on Transport Policy including working with TfL on the Local Implementation Plan, strategic rail improvements and road safety initiatives.
- The Network Management Team manages contractor management systems, asset management systems and co-ordinates highways work.
- The group also leads on road safety education within the borough, including the management of the borough's school crossing patrols, and promotes sustainable travel through school and workplace travel plans and the promotion of car clubs.

Sustainable Resources Group – this team manages the Council’s energy contracts covering corporate sites, schools, housing and external clients and delivers an energy management service enabling corporate sites and schools to cut energy consumption and the Council to comply with national requirements on energy and carbon. They also have strategic and operational responsibility for fuel poverty and climate change programmes. This includes the delivery of a range of projects helping vulnerable households heat their homes; bringing in external funding on energy efficiency for all residents; and helping the Council and the Borough meet its commitments on cutting carbon emissions.

Planning - The planning system guides the future development and use of land in the long term public interest. This is achieved through a positive and proactive approach to shaping, considering, determining and delivering development proposals. It is led by the Planning Service, working closely with those proposing developments and other stakeholders.

While individual decisions on planning are carried out by the planning committees, the Sustainable Development Select Committee has responsibility for the scrutiny of planning policy. Section 38(6) of the Planning and Compulsory Purchase Act 2004 requires planning decisions to be made in accordance with the development plan unless material considerations indicate otherwise. The development plan in the borough is the London Plan, the Lewisham Core Strategy (adopted 29 June 2011) and the saved policies in the Lewisham Unitary Development Plan (UDP) 2004. Material considerations include national planning policy statements and planning policy guidance.

Economic Development – works to provide strategic expertise on matters relating to the economy as well as providing guidance, commissioning and delivery of employment and business support. It also provides a Council-wide EU funding and advisory role.

Customer Services Directorate

In 2005 the Customer Services directorate was created to meet the Chief Executive’s ‘Fast Forward’ agenda. The directorate was created with the vision of ‘delivering high quality, user focused services and driving improved customer service across the Council.’ The creation of an Executive Director for Customer Services ensures representation of customer needs and views at a corporate level. The directorate is formed of the following services:

- Environment
- Public Services
- Strategic Housing
- Strategy & Performance and Information Management & Technology

The following are areas that fall under the Sustainable Development Select Committee’s terms of reference:

Environment

The Division operates services from Wearside Service Centre and Hither Green Crematorium. It is split into 7 service groups as follows:

- Waste Management/ Waste collection services, including bin collection, recycling and large item collection. Strategic Waste Management is responsible for the delivery and development of the Council's Waste Strategy and the engagement of residents in environmental activities. It provides services runs campaigns, programmes and initiatives
- Street Cleansing, which covers street cleaning throughout the borough including the street and estate sweeping, the removal of flytipping and lumber, paid garden waste collection services, graffiti removal, client management of public conveniences and cleaning of street markets and car parks
- Green Scene, which is responsible for the physical and ecological regeneration of the boroughs parks and open spaces for the benefit of all residents. This includes monitoring the performance of the councils Green Space contract 2010 – 2020 with Glendale and the establishment and liaison with park user and friends groups. The service provides a comprehensive pest control service to residents, businesses, schools and partner organisations
- Fleet Services, which maintains the vehicles that the Council uses.
- Bereavement Services, including the management of cemeteries and crematoriums in the borough.
- Trading Standards and Markets, which inspects trade and business premises to make sure they comply with laws concerning quality, quantity, fair trading, safety and price. They also offer advice to local traders and businesses and can take action where a trader or business has breached consumer protection legislation. They also oversee the markets in the borough.
- Environmental Health, which includes Health & Safety at work, Food Safety, Environment Protection, Noise Nuisance, Abandoned Vehicles and Environmental Enforcement.

Public Services

The Public Services division is based in Laurence House with the Register office in Lewisham High Street. Public Services provide access to a wide range of fundamental customer services across the Council and are the front door to many services that our residents, citizens and customers may require. It is split into five service groups as follows:

- Customer Service Centre, which is responsible for the Corporate One Stop Shop, the Corporate Call Centre as well as the Registration Service (births, deaths, marriages, civil partnerships and citizenship).
- Revenues which is responsible for the annual collection of £100m Council Tax, £50m Business Rates, sundry debt and the payments centre.
- Benefits, which is is responsible for the payment of £220m Housing Benefit, £28m Council Tax Benefit and concessionary awards such as freedom passes, taxi cards and blue badges.
- Emergency Planning which makes sure the Council is ready to look after residents following an emergency and assist the emergency services in restoring normality to the community following a major incident. The Emergency Planning Service is

also responsible for ensuring the Council has effective business continuity management plans in place.

- Travel Demand Management (Parking) is responsible for the management and control of parking in the borough. The Council can levy charges for parking in areas of the borough, including car parks and areas designated as Controlled Parking Zones (CPZs). The Council's local transport and parking policy objectives are set out in the Local Implementation Plan (LIP). The goals, objectives, and outcomes for the LIP have been developed within the framework provided by the Mayor of London's Transport Strategy, but they also reflect local policies and priorities and as such are aligned with the Council's Corporate Priorities and the Sustainable Community Strategy.

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

