

<b>Housing Select Committee</b>		
Title	Select Committee work programme 2014/15	
Contributor	Scrutiny Manager	Item 7
Class	Part 1 (open)	22 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 Housing 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:

- 22 July 2014
- 01 October 2014
- 11 November 2014
- 17 December 2014
- 28 January 2015
- 11 March 2015

4.2 The Chair has indicated that an additional meeting should be called on 2 September 2014 in order to receive a report on the New Homes Better Places programme before it is considered by Mayor and Cabinet.

#### **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 the Council's strategic housing functions as well as the work of Lewisham Homes and the Brockley Private Finance Initiative (PFI).

5.2 The Committee has the remit to scrutinise the work of the strategic housing team and its service areas. The division is overseen by Genevieve Macklin (Head of Strategic Housing and Regulatory Services). The division incorporates these service areas:

- Private Sector Housing Agency (Managed by Madeleine Jeffrey)
- Housing Needs Service (Mark Dow)
- Housing Strategy & Programmes (Jeff Endean)

5.3 The strategic housing division is responsible for delivering housing objectives based on the borough's sustainable communities strategy and delivered through the borough's housing strategy (2009-2014). The Strategy identified five key areas in which the Council and its partners sought to make an impact. These were:

- Increasing housing supply
- Widening housing choice and managing demand
- Developing a quality private rented sector
- Expanding the housing offer
- Greening homes and neighbourhoods

5.4 The Strategy contained eight objectives to bring about improvements in these areas. The Housing Strategy will be renewed this year.

5.5 The Committee's terms of reference also give it the remit to establish links with social housing providers in the borough. The Council is responsible for a stock of approximately 18,000 homes. These are managed by the Council's Arm's Length Management Organisation, Lewisham Homes and the Brockley Private Finance

Initiative. In previous years, the Committee has scrutinised the Lewisham Homes and Brockley PFI annual reports and business plans. Members of the Committee have also resolved to receive six monthly updates from these organisations.

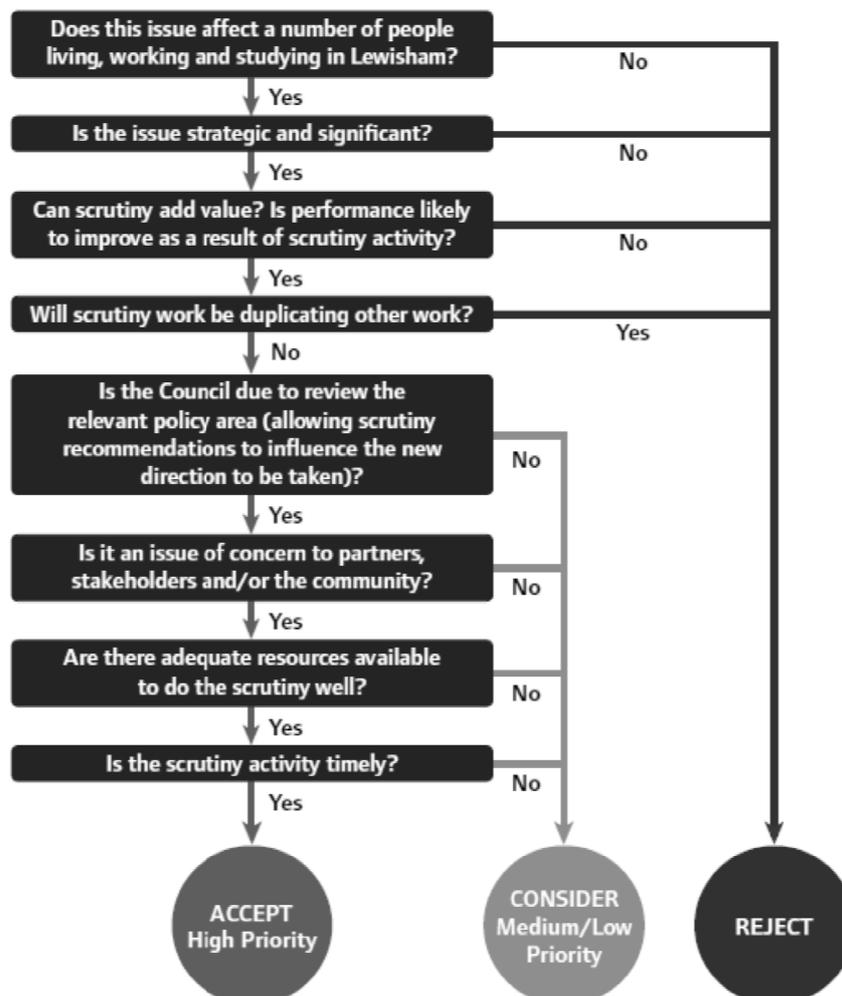
## 6. Deciding on items to add to the work programme

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

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

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

### Scrutiny work programme – prioritisation process



## 7. Different types of scrutiny

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

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

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

### In-depth review

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

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

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

### Rapid review

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

- A committee wants to carry out more than one review as part of its work programme;
- There is limited space within the work programme for a full in-depth review;
- The topic is one that has emerged as important during the course of the year and requires more attention than a standard item would bring, but does not warrant a full in-depth review;

- There is a need for a quicker turnaround than an in-depth review would allow;
- There is a very narrow focus for the review.

- 7.6 A rapid review will normally be carried out over the course of a three meeting cycle:
- Meeting 1: Discussion of scoping paper during work programme discussion
  - Meeting 2 Evidence session
  - Meeting 3: Agreeing a draft report and recommendations

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

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

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

- 8.1 The Housing Select Committee had an important role to play in the oversight and development of the Council's housing policies over the last 4 years. The Committee carried out three in depth reviews, contributed to the cross-cutting Emergency Services Review and made a number of recommendations for improvement, via referrals to Mayor and Cabinet. The work of the Committee, and the recommendations it made, fed into the development of both policy and service delivery in a number of areas. Below are some examples of the Committee's work:

### **4.2 The Decent Homes Programme and Housing Matters**

Oversight of the Decent Homes programme was the primary focus of the Committee in the first part of the administration. The Committee made a series of site visits to meet residents and consider the progress being made in bringing homes up to the 'Decent Homes Standard'. Housing providers were held to account in terms of the extent to which they had kept to the promises made in their Offer Documents to residents. In the latter part of the administration the delivery of the Housing Matters Programme was a key focus for the Committee, in particular the Committee was concerned with work to ensure that 'affordable' housing was truly affordable. Members considered the full range of new investment and delivery approaches being considered by the Council to achieve

agreed housing objectives and the Committee's views shaped the direction of the Programme going forward.

#### 4.3 Damp and mould

The Committee was concerned about the impact of damp and mould in social housing on residents and assessed the adequacy of the action being taken to deal with the problem. In addition to taking evidence from social housing providers, technical evidence was taken from a damp specialist; and focus groups with residents experiencing problems with damp and mould were held. The Committee suggested a range of temporary and permanent solutions to the borough's housing providers and made recommendations to improve the provision of information and preventative advice to residents, all of which were implemented.

#### 4.4 Private rented sector

The Committee investigated the provision of private rented accommodation in Lewisham, focussing on access to the sector, the quality of housing provided and the security of tenancies. The Committee also reviewed how the Council used the private rented sector and how it worked with private landlords and tenants. The recommendations implemented as a result of the review improved the Council's regulatory and information provision processes and structures. As a direct outcome of the review, the Council set up its own private sector housing agency.

#### 4.5 Low cost home ownership

The Committee investigated various options for facilitating low cost home ownership including the Right To Buy scheme, shared ownership schemes, self-build schemes and the community land trust movement. Members made a series of recommendations on (a) making information on each option, in particular the relative advantages and disadvantages, clearer to residents; (b) gauging interest in Self Build; and (c) ensuring that any investment of resources, whether land, capital or officer time, into low cost home ownership was justified in terms of meeting local housing needs. Since the review, the Council has pursued a self-build option for the Church Grove site and Members have kept a watching brief on this development, to make sure that, if the scheme goes ahead, the land and the new homes are subject to a form of 'lock' whereby any subsidy or increase in land value is recycled and not used for individual profit; there is a mix of affordable home ownership and social rent properties; and the scheme is creative and risk taking.

#### 4.6 Joint working with the Sustainable Development 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 put forward by 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:

- Heathside and Lethbridge

Following a report on-going regeneration programme at Heathside and Lethbridge, Members of the Committee recommended that an item be added to a future work programme to assess the impact of the development on residents.

- Housing affordability

Members were concerned about the perceived disparity between wages and house prices in the borough. A suggestion was put forward for the committee to gather evidence about average incomes in proportion to the rising cost of homes 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:

- Housing and health
- Private rented sector
- Homelessness
- The Housing Strategy

#### 9.4 Housing and health

The Committee's work on damp and mould underlined the interrelationship between housing and health. Lewisham's Health and Wellbeing Board recently considered the results of work between officers in the Council's housing team and Public Health, which identified three key areas with a direct impact on housing and health, these were: quality and conditions of homes, the provision of new housing, and the management of homelessness.

The Committee might choose one areas of focus related to housing and health, in order to examine specific issues facing Lewisham residents.

#### 9.5 Private rented sector

In the previous administration, the Committee carried out a review of private rented sector housing. Members heard that the private rented sector in Lewisham comprised around 30 per cent of housing stock (2011) with predictions for significant growth in this tenure.

One of the outcomes of the Committee's review was the creation of the Council's private rented sector housing agency. Since the completion of the review, the Committee has received a number of updates on the Council's work with the private rented sector. Most recently, the Committee heard from officers at Newham Council about their landlord licensing scheme. The Committee may wish to consider further information about the Council's work in this area, with a specific focus on the Council's work to deal with poor quality housing managed by 'rogue landlords'.

#### 9.6 Homelessness: housing supply and demand

At its meeting on 22 July, the Committee is due to receive an update on homelessness applications and performance. Following from this item, the Committee may wish to focus on a specific area of Council's policy to examine in further depth. In the previous municipal year, the Committee considered information from officers about issues of housing supply and demand in the borough alongside proposals to allow the discharge of some homelessness duties into the private rented sector. Members agreed to keep the issues of homelessness, supply and demand and discharge into the private rented sector under review.

#### 9.7 The Housing Strategy

The Council's current housing strategy covers the period 2009-2014. Officers intend to consult on proposals for the renewed strategy towards the end of 2014. The Committee may wish to be involved in the development of the draft plan and the consultation with residents.

#### 9.8 It is up to the Committee to agree a provisional work programme and decide which additional items should be added or removed.

## The Lewisham Future programme

- 9.9 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**

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.

#### **Background documents**

Lewisham Council's Constitution

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

Lewisham Housing Strategy (2009-14) <http://tinyurl.com/lbr7bw5>

#### **Appendices**

Appendix A – Committee terms of reference

Appendix B – Provisional work programme

Appendix C – Strategic housing

Appendix D – CfPS criteria for selecting scrutiny topics

Appendix E – How to carry out reviews

Appendix F – Key decision plan

## **Appendix A - Select committee terms of reference**

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 Housing Select Committee:

To fulfil all overview and scrutiny functions in relation to the discharge by the authority of its housing functions. This shall include the power to:-

- (a) review and scrutinise decisions made or other action taken in connection with the discharge of the Council of its housing function
- (b) make reports or recommendations to the authority and/or Mayor and Cabinet with respect to the discharge of these functions
- (c) make recommendations to the authority and/or Mayor and Cabinet proposals for housing policy
- (d) to review initiatives put in place by the Council with a view to achieving the Decent Homes standard, making recommendations and/or report thereon to the Council and/or Mayor and Cabinet
- (e) To establish links with housing providers in the borough which are concerned with the provision of social housing

## Appendix B – Provisional work programme 2014/15

Work Item	Type of item	Priority	Strategic priority	Delivery deadline	22-Jul	(02 Sep)	01-Oct	11-Nov	17-Dec	28-Jan	11-Mar
Lewisham Future Programme	Standard item	High	CP6	Jul							
Election of the Chair and Vice-Chair	Constitutional req	High	CP6	Jul							
Select Committee work programme	Constitutional req	High	CP6	Jul							
Homelessness applications & performance	Standard item	High	CP6	Jul							
Lewisham Homes annual report & business plan	Performance monitoring	High	CP6	Jul							
New Homes Better Places: Phase 2	Standard item	High	CP6	Sep							
Brockley PFI mid year review	Performance monitoring	Tba	CP6	Oct							
In-depth review	In-depth review	Tba	CP6	Mar			Scope	Evidence	Evidence	Recs	Report
(or) - Rapid review (x2)	In-depth review	Tba	CP6	Mar			Scope	Evidence	Report & scope 2	Evidence	Report
Lewisham's Housing Strategy (2014-20xx)	Policy development	Tba	CP6	Jan							
Welfare reform update	Standard item	Tba	CP6	Nov							
Private rented sector licencing scheme	Standard item	Tba	CP6	Nov							
Private rented sector update	Standard item	Tba	CP6	Nov							
Self build update	Standard item	Tba	CP6	Nov							
Proposed rent and service charge increases	Standard item	Tba	CP6	Dec							
(Additional item)	Standard item	Tba	CP6	Jan							
(Additional item)	Standard item	Tba	CP6	Mar							
Annual lettings plan	Standard item	Tba	CP6	Mar							
Key housing issues	Standard item	Tba	CP6	-							

## Appendix C – Strategic housing

Head of service – Genevieve Macklin

The Council's Strategic Housing division is responsible for setting the overall direction of housing policy in the borough. It works with partners to set policies for the allocation of social housing and it ensures that the Council meets its homelessness duties.

Service areas:

- **Housing Strategy & Programmes** - The service contract manages the direct provision of housing services for the Council's retained housing stock of c 18,000 homes (through Lewisham Homes and the Brockley PFI) and estate regeneration. This service also leads on the delivery of the New Homes Better Places programme.
- **Housing Needs Service** – Delivers a wide range of statutory housing services, advice and support services for people in housing need, or homeless, or threatened with homelessness.
- **Private Sector Housing Agency (PSHA)** - facilitates closer working relationships between Housing Needs, the management of temporary accommodation and private rented housing and wider Private Sector Housing.

Housing associations

Approximately 40 per cent of the social housing stock in the borough is owned by the Council, with Housing Associations owning and managing the other 60 per cent. There are more than 60 Housing Associations in the borough, but the bulk of stock is owned by these registered providers:

Registered provider	Stock numbers (general needs)
London & Quadrant Housing Trust	6576
Phoenix Community Housing Association Limited	5435
Hyde Housing Association Limited	2435
Hexagon Housing Association Limited	1056
Family Mosaic Housing	989
AmicusHorizon Limited	681
Affinity Sutton Homes Limited	593

## **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.

## Appendix E

### How to carry out an in-depth review

