

Public Accounts Select Committee		
Title	Select Committee work programme 2019-20	
Contributor	Scrutiny Manager	Item 6
Class	Part 1 (open)	09 May 2019

1. Purpose

1.1. To ask members to agree an annual work programme for the select committee.

2. Summary

2.1. This report:

- Provides a summary of the committee's work in 2018-19
- Provides the context for setting the 2019-20 work programme
- Asks members to agree on priorities for the 2019-20 municipal year
- Sets out the process for business panel approval of the work programme
- Sets out how the work programme can be monitored and developed

3. Recommendations

3.1. The select committee is asked to:

- Note the meeting dates and committee terms of reference
- Note the key decision plan at appendix F
- Consider the provisional work programme at appendix B
- Consider additional items for the work programme
- Consider opportunities for public participation
- Agree a work programme for 2019-20
- Ensure the work programme is manageable within the number of scheduled meetings and time available at each meeting.

4. Meeting dates

4.1. The meeting dates below were agreed at the council annual general meeting on 3 April 2019:

- Thursday 9 May 2019
- Thursday 13 June 2019
- Wednesday 10 July 2019 (moved from 18 July)
- Tuesday 24 September 2019
- Wednesday 6 November 2019
- Monday 16 December 2019
- Tuesday 4 February 2020
- Wednesday 18 March 2020

5. The role of the Select Committee

5.1. This committee considers how the council manages and uses its financial resources.

5.2. It can:

- Review the way council managers make decisions about spending money
- Challenge the council to use the most effective means of managing money
- Examine and challenge the development of the council's budget
- Recommend ways to improve the council's processes for buying goods and services (and for managing services to get the best value)
- Receive reports from - and review the work of - the council's audit panel.

5.3. The committee's full terms of reference are set out in appendix A.

6. Provisional 2019-20 work programme

6.1. The committee's scrutiny manager has drafted a provisional work programme for the committee to consider (see appendix B).

6.2. The provisional work programme currently includes:

- items suggested by the committee in the previous year
- items suggested by council officers
- issues arising as a result of previous scrutiny
- items the committee is required to consider by its terms of reference

6.3. The committee should also give consideration to:

- issues of importance to local assemblies (appendix C)
- decisions due to be made by Mayor and Cabinet (appendix F)
- issues suggested by members of the public (see paragraph 8.10)

6.4. Suggestions made by the committee at the last meeting of 2018-19

- adult social care - including transition from children's to adult social care
- transport
- contract management
- income generation and commercialisation
- it was also proposed that a further training session on the budget and reserves should be held for all members
- Governance and operation of the Catford regeneration partnership (following a referral from the Audit Panel at the meeting on 20 March 19)

6.5. Issues arising as a result of previous scrutiny

- Cost pressures in children's social care

6.6. Items the committee is required to consider by its terms of reference

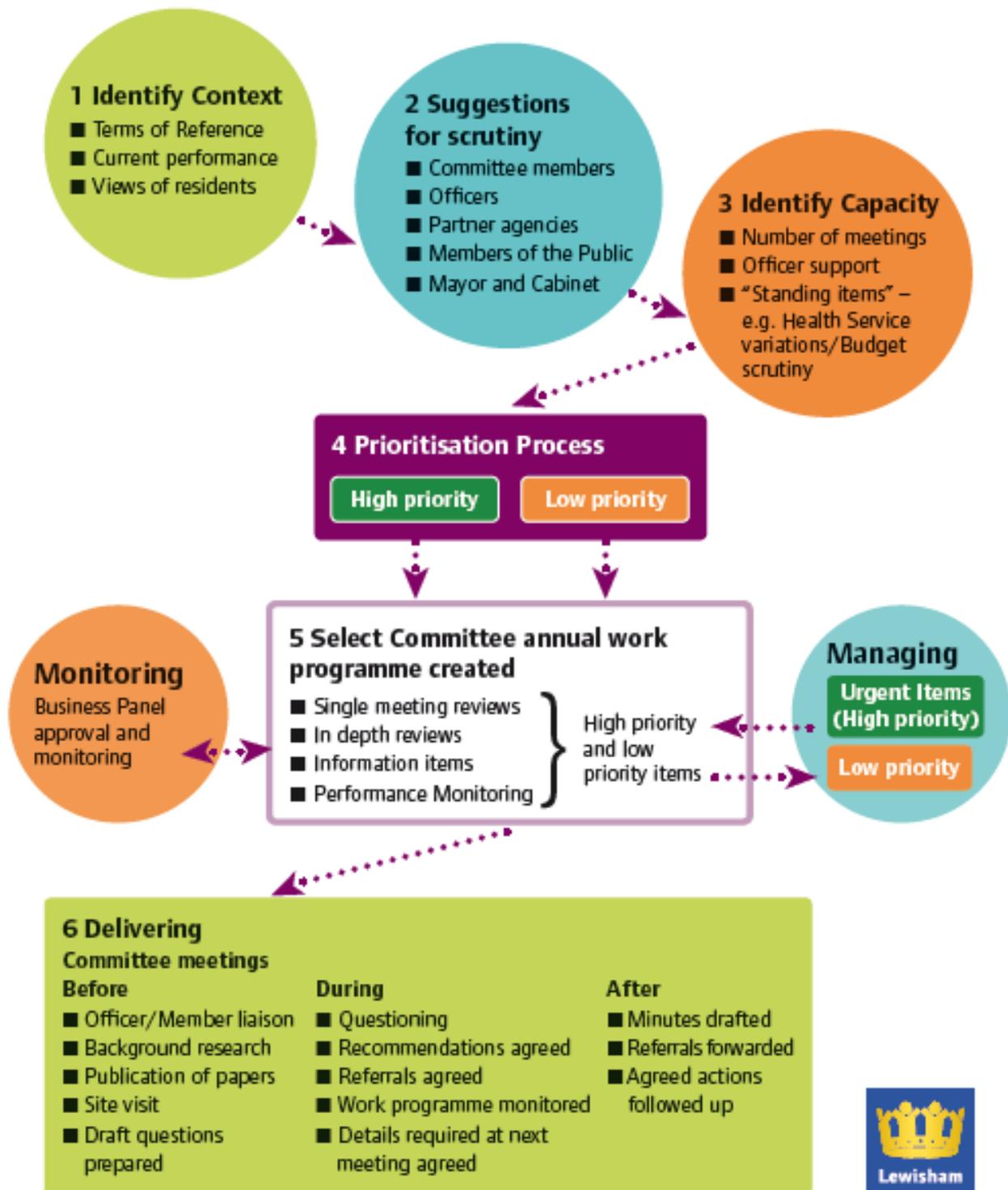
- Audit Panel update
- Budget cuts proposals*

**The council continues to identify areas from which it will deliver significant budget reductions in order to agree a balanced budget, as required by legislation. Officers have committed to regular interactions with Members in order to facilitate the effective scrutiny of specific proposals. The committee will need to retain capacity in its work programme to consider these as is necessary.*

- 6.7. In previous years the committee has also considered regular updates on the Council's financial performance, including:
- Quarterly financial forecasts
 - Treasury management
 - Mid-term financial strategy
 - Final outturn
- 6.8. It is for the committee to consider the provisional work programme and agree any additional items it would like to include.
- 6.9. The flowchart below and following section set out further guidance on the steps involved in setting, monitoring, managing and delivering the work programme:

Work Programme: Setting, monitoring, managing and delivering

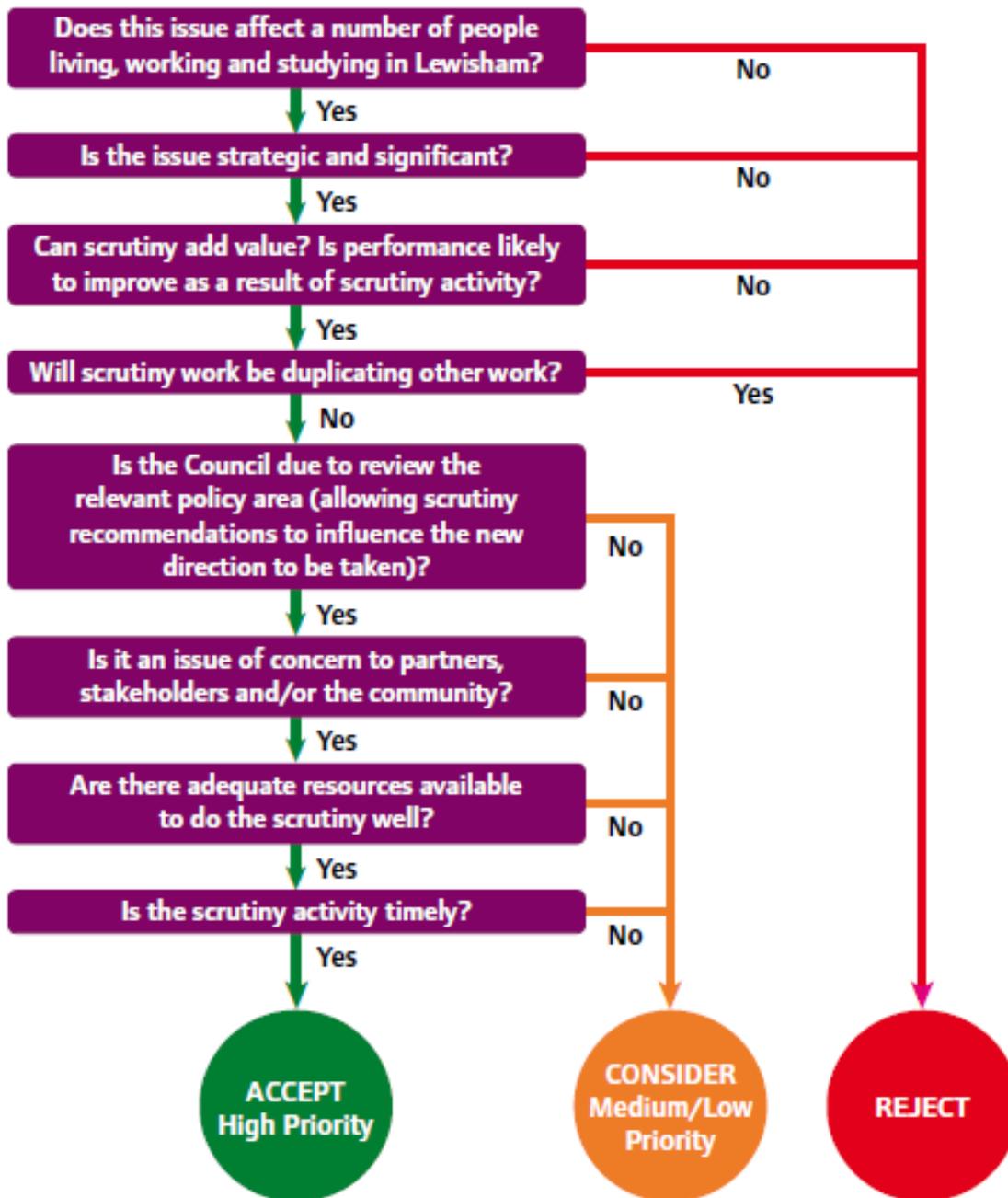
Setting



7. Deciding on items to add to the work programme

- 7.1. When deciding on items to include in the work programme, the committee should consider:
 - the key services, programmes and projects within the committee's remit
 - the criteria for selecting and prioritising topics (see flowchart below)
 - suggestions already put forward (see paras 6.4 to 6.6)
 - items committee required to consider by its terms of reference (para 6.7)
 - the capacity for additional items (see paras 10.5 to 10.8 below)
- 7.2. Prioritising potential work programme items helps the committee to decide which items to include and which items it could potentially remove from its work programme if it decides to take any urgent high-priority issues over the course of the year.
- 7.3. It may help to designate items as either high or medium priority. Low priority items should not be included on the work programme.
- 7.4. The flowchart below provides guidance on prioritising topics for scrutiny:

Scrutiny work programme – prioritisation process



8. Different types of scrutiny

8.1. Scrutiny can be carried out in a number of ways and it is important to consider which type of scrutiny is the most appropriate and proportionate for each item on the work programme.

8.2. Some items, for example, may only require a briefing report for information (and will not need to be considered at a formal committee meeting), while another may require more detailed analysis and questioning of a particular issue with input from stakeholders.

8.3. Some of the main ways of carrying out scrutiny are described below.

8.4. The committee should also note the comments submitted by scrutiny to the council's [Local Democracy Review](#) on how scrutiny can be even more effective, participative and open. Ideas and suggestions included:

- Focusing on fewer issues more closely linked to council priorities
- Formal questioning of cabinet members at committee meetings
- More engagement with the public outside of formal meetings
- Individual scrutiny members leading on defined topic areas
- Contributing to new policy proposals at an early stage

8.5. Standard items

8.6. The majority of work programme items tend to be standard items, where scrutiny is carried out as part of a single meeting and members:

- agree what information and analysis they wish to receive
- receive a report presenting that information and analysis
- ask questions of the presenting officer or guest
- agree, following discussion of the report, whether the committee will make any recommendations or receive further information.

8.7. In-depth reviews

8.8. For issues that require more detailed analysis and more extensive evidence gathering, the committee may decide to carry out an in-depth review over a series of meetings.

8.9. The committee can use a range of methods to investigate and gather evidence as part of an in-depth review. This includes:

- inviting expert witnesses and specialists to meetings
- consulting relevant sections of the community
- requesting specific information and analysis from council officers
- individual members participating in meetings, events and visits – and reporting back to the committee

- 8.10. In order to increase public participation in scrutiny, the committee may also decide to ask members of the public to contribute to in-depth reviews by submitting evidence via the council website: [Open Overview and Scrutiny Investigations](#). This is a new tool available to scrutiny committees.
- 8.11. It is important to note that evidence gathering as part of an in-depth review can take place outside of the formal committee meeting setting. In previous years scrutiny committees have:
- carried out visits and fact-finding trips
 - consulted with local resident and special interest groups
 - asked individual members to report on a specific issue
- 8.12. In-depth reviews usually take place over at least four meetings:
- Meeting 1 - scoping and planning the review
 - Meetings 2 to 3 - evidence gathering
 - Meeting 4 - agreeing draft report and recommendations
 - Report sent to Mayor and Cabinet for consideration and response
- 8.13. 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.
- 8.14. The flowchart below sets out more information on the different stages involved in scoping and carrying out an in-depth review:

How to carry out an in-depth review



Different types of scrutiny (continued...)

8.15. Single-meeting reviews

8.16. A more concise review where evidence is collected at one meeting and a brief report with recommendations produced for the next meeting. This approach allows a quicker turnaround for recommendations.

8.17. Policy development

8.18. This usually takes place when the council is due to renew a particular policy. Scrutiny might consider the options available and officer recommendations before a decision is made by Mayor and Cabinet.

8.19. It is important that select committees be engaged at an early enough stage to be able to actively influence and contribute to the new policy.

8.20. For example, in the past year the committee has scrutinised the development of the Council's new income generation strategy and social value policy.

8.21. Performance monitoring

8.22. Scrutiny regularly uses performance information and data to examine the effectiveness of specific council services. This includes assessing the delivery of a particular project against a set timescale.

8.23. The Public Accounts Committee has a specific role in monitoring information regarding the Council's financial performance. This year (as in previous years), it has received regular updates on directorate spending as well as the outturn results for the previous year's budget.

8.24. Information items

8.25. Some potential work programme items might be low priority and may only require a briefing report to be produced for the committee to note. There is no provision for discussion of information items. Information items can be circulated to committee member by email and questions can be put to the report author for a written response.

8.26. The council's *guide to overview and scrutiny* (available from the Members Information Site) provides further information on carrying out scrutiny.

9. The Committee's work in 2018-19

9.1. A brief overview of the wide range of issues the committee considered over 2018-19 is set out below. Members are asked to take this into consideration when setting the work programme for the coming year.

- Children's social care

The committee has expressed concern at the level of overspending in children's social care. This budget has been under severe pressure for an extended period. In recognition of this pressure, Mayor and Cabinet agreed to the application of an additional £6m to the Children and Young People's directorate base budget (bringing the gross budget to £71.3m) The Committee has been consistent in its requests for additional detailed information about the directorate's budget as well as evidence of management action to control overspending

- Budget cuts

The committee oversaw the scrutiny of the budget cuts proposals. Officer proposals for cuts to services were considered by each of the select committees, according to their terms of reference. The Public Accounts Select Committee then considered the overall impact of the budget cuts proposals, alongside referrals and representations from select committees and their chairs. The Chair of the Public Accounts Select Committee attended the meeting of Mayor and Cabinet at which the budget cuts were agreed in order to provide a strong, coherent voice for scrutiny.

- Income generation

The committee has a long-standing interest in income generation and commercialisation. In previous years, it has devoted considerable time and effort on exploring this topic. In the previous year, it has overseen the development of a new income generation strategy, alongside regular updates from officers about their work in this area. The committee has also benefitted from the independent work and research carried out by its Vice-Chair, who has acted as rapporteur.

- Financial forecasts

The Committee received financial forecasts with details of the Council's financial position for each quarter of 2018-19. The Council's Head of Financial Services as well as directorate group finance managers also attended Committee meetings to answer questions about budget pressures and the management action being taken to reduce overspending.

Referrals to Mayor and Cabinet

9.2. Scrutiny committees have the option to refer their views on a particular item to Mayor and Cabinet in the form of a formal 'referral'. The Chair or a nominated member of the committee can attend Mayor and Cabinet to present the referral and add additional context to the committee's views.

9.3. Mayor and Cabinet are required by the council's constitution to provide a response to a referral within two months. The relevant Cabinet Member or senior officer may attend the committee meeting at which the response is due to be considered in order to present the response and answer questions.

9.4. In 2018-19 the Committee made referrals to Mayor and Cabinet on:

- Cost pressures in children's social care
- The draft income generation strategy
- The draft social value policy
- Financial control

10. Approving, monitoring and managing 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.

10.2. The Business Panel will meet on 7 May 2019 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. The Public Accounts Select Committee will meet after this date, so its programme will be considered at a subsequent meeting of the Panel.

10.3. The work programme 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 be considered against the priority criteria outlined in this report. If the committee agrees to add high priority items, it must also consider which medium/low priority items should be removed. There are eight meetings in this municipal year and the work programme needs to be achievable given the time available.

10.4. Members have previously requested additional guidance about prioritising and managing work programmes. The Council's constitution (part IV, section E) sets out the procedural rules for overview and scrutiny committees. The following issues were noted in 2014-18 as key issues:

- the length of meetings
- the number of items scheduled for each meeting
- the order of items at meetings

Length of meetings

10.5. Provision is made for committee meetings to last for **two and a half hours**. If the items scheduled for the meeting are not completed within this time the committee may decide suspend the Council's standing orders in order to complete committee business. The Council's constitution also provides the option for meetings to be adjourned by the Chair until a later date (with limitations). The suspension of standing orders and any decision to adjourn a meeting are matters for members of the committee and the Chair.

10.6. It is suggested that if standing orders are suspended, the meeting should continue for no longer that a further 30 minutes. Once a meeting has been in progress for more than three hours, especially if it takes place in the evening, the concentration of participants and the meeting's effectiveness declines.

- 10.7. The length of each item at Committee meetings will vary based on a number of factors – including the complexity of the subject under scrutiny; the number of issues identified by members and questions put to officers and guests.

The number of items scheduled for each meeting

- 10.8. It is for members of the committee to decide how many items should be scheduled for the meeting. However, giving consideration to the time available and the length of previous meetings of the committee, Members may wish to schedule **three items for each meeting**, leaving space available for Mayor and Cabinet responses and other urgent business.
- 10.9. The terms of reference of the committee are broad and there are many areas of service delivery and budgetary management that the committee could scrutinise. The prioritisation process set out earlier in the report is designed to help the Committee decide whether it should add items to its work programme. Where the committee identifies issues of interest that are low priority because, among other things: they are not due to be reviewed by the Council; there are inadequate resources available to carry out the scrutiny effectively; the issue has recently been reviewed by others; then members may wish to make a request to receive a briefing – or task the relevant scrutiny manager to identify sources of further information for circulation to the committee by email in order to provide context for future discussions.

The order of items at meetings

- 10.10. The Council's standing orders require that the minutes of previous meetings, declarations of interest and responses to select committees from Mayor and Cabinet are considered as the first items on select committees' order of business. At the beginning of the municipal year it is also necessary for a committee to decide on a chair and vice chair and to set a programme of business for the coming year at the earliest opportunity.
- 10.11. It has become standard practice for committees to consider items presented by guests and officers from partner organisations at the beginning of each agenda. This allows these speakers and presenters to be released from the meeting at the earliest opportunity.
- 10.12. The Committee has been asked to allocate a level of priority to each of the items on its work programme. Following the consideration of standing items and taking into account invitations to guests and external witnesses as well as the complexity and length of the reports on the agenda, work programmes are ordered by priority (high/medium).
- 10.13. Decisions about agreeing the order of business and changing the priority of items for discussion are made by the Chair, with the agreement of the Committee, where possible.

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

Appendices

Appendix A – Committee's terms of reference

Appendix B – Provisional work programme

Appendix C – Local assembly priorities

Appendix D – Areas of the Council scrutinised by the Select Committee

Appendix E – Centre for Public Scrutiny criteria for selecting scrutiny topics

Appendix F – Notice of forthcoming executive decisions

Appendix A

The following roles are common to all select committees:

(a) General functions

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

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

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

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

(b) Policy development

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

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

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

(c) Scrutiny

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

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

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

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

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

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

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

(d) Community representation

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

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

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

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

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

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

(e) Finance

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

(f) Work programme

As far as possible to draw up a draft annual work programme in each municipal year for consideration by the overview and scrutiny Business Panel. Once approved by the Business Panel, the relevant select committee will implement the programme during that municipal year. Nothing in this arrangement inhibits the right of every member of a select committee (or the Business Panel) to place an item on the agenda of that select committee (or Business Panel respectively) for discussion.

The Council and the Executive will also be able to request that the overview and scrutiny select committee research and/or report on matters of concern and the select committee will consider whether the work can be carried out as requested. If it can be accommodated,

the select committee will perform it. If the committee has reservations about performing the requested work, it will refer the matter to the Business Panel for decision.

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

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

Appendix B

Provisional Select Committee Work Programme 2019-20

Work Item	Type of item	Priority	Corporate priority	Delivery deadline	09-May-19	13-Jun-19	10-Jul-19	24-Sep-19	06-Nov-19	16-Dec-19	04-Feb-20	18-Mar-20
Catford regeneration partnership	Standard item	High	All	May								
Income generation and commercialisation	Standard item	Medium	All	June								
Final outturn 2018/19	Performance monitoring	Medium	All	July								
Children's social care	Performance monitoring	High	CP3	November								
Adult social care	Performance monitoring	High	All	December								
Financial forecasts 2019/20	Performance monitoring	High	All	March								
Medium term financial strategy	Performance monitoring	Medium	All	July								
Mid-year treasury management review	Performance monitoring	Medium	All	September								
Budget cuts	Performance monitoring	High	All	November				Cuts				
Annual budget 2019/20	Standard item	High	All	February							Budget	
Asset management	Standard item	Low	All	March								
Audit Panel update	Constitutional Requirement	Low	All	March								
(To be agreed at the meeting in May)	In-depth review	High	All	December		Scope	Evidence		Evidence	Report		

Appendix C – Local assembly priorities

Blackheath

- Environment and Community.
- Provision for Older people, Young People and Children
- Parking, Streets and Waste.
- Crime and Anti-Social Behaviour

Brockley

- Creating a high-quality living environment – helping improve our local living environment and making Brockley a safer, cleaner and greener place to live, work and learn
- Creating development opportunities for Brockley residents
- Connecting communities – bringing Brockley residents together, fostering a sense of community spirit, mutual understanding and respect through community projects, events and activities. These could be art, music, drama or sports based. We are also keen to open up the criteria to include ideas around exciting intergenerational projects.

Catford South

Improving the Catford South Environment

Parking, Idling and CPZs
Improving Cycling Provision
General traffic issues in Catford South
Supporting Local Air Quality Campaigns

Improving Catford South for Residents

Fly-tipping, Litter and Bins
Greening through planting trees and flowers
Noise nuisance
Street cleaning

Developing more activities for Children and You People in Catford South

Activity for Teenagers
Activity for Young Adults
Developing activity for under 5s
Activity for Children aged 6-12 years

Improving the Cultural offer in Catford South

Developing Community Events
Access to Theatre and Music
Night time offer for adults better
Access the Visual Arts Film

Increasing opportunities for Older People Catford South Community

Providing activities and events for older people
Dementia Friendly Community Work
Improving the health of Older People
Maintaining the Independence of older people

General things that matter to Catford South Residents

Volunteering Opportunities
Crime and Safety
Supporting Local Business
Employment and Training

Crofton Park

- Activities for older people
- Activities for younger people
- The environment
- Health and wellbeing
- Supporting community cohesion

Downham

- Children and young people
- Older people and intergenerational projects
- Creating a high quality living environment

Evelyn

- Provision for young people and children
- Provision for older people, people with disabilities and intergenerational activities
- Skills development and access to local employment opportunities
- Community support on anti-social behaviour, crime and drug issues
- Housing issues / developments and improving the built environment
- Community capacity building, cohesion and events

Forest Hill

- Youth engagement and provision- looking for activities that will appeal and support new and existing schemes young people. These could include those that are Art, Music, Drama and Sports based. We are also keen to open up the criteria to include ideas around exciting intergenerational projects.
- Making Forest Hill more attractive - looking for proposals that will help to keep Forest Hill streets clean and appealing. This could include the planting of trees and flowers or a proposal that would increase street art or improve an area.
- Community events – looking for proposals around events that include celebrations, e.g Christmas or events that engage residents and local groups offering education and relevant information to the Forest Hill area, as well as being fun.
- Supporting local Traders – looking for proposals that could support and promote Forest Hill as a vibrant town

centre and the Kirkdale area for local businesses.

Grove Park

- Improving the town centre
- Crime and antisocial behaviour
- Neighbourliness, community activities, events and cohesion
- Community facilities
- Parking, road safety & traffic calming

Ladywell

- improving air quality and pollution
- campaigning for the inclusion of genuinely affordable housing in future development
- better provision for youth – including apprenticeships linked to local businesses
- community safety

Lee Green

- Traffic and pollution: traffic speeds and rat running.
- Parking in areas without restrictions: overparking causing problems for residents.
- Our environment: parks, green spaces, community gardens, streets, flytipping, litter, dog fouling, neglected or empty buildings.
- Community services: community centre and community events.
- Antisocial behaviour and crime: misuse of bikes, noise, drug dealing.
- Transport links and accessibility of railway stations in the ward.

Lewisham Central

- Improving health and wellbeing.
- Cleaner, better environment.
- Better access to activities for children and young people.
- Better access to activities and opportunities for the elderly.
- Promoting and improving community cohesion.

New Cross

- Unemployment and skills development
- Activities for older people and tackling social isolation
- Housing developments and the built environment
- Health, wellbeing and community safety

Perry Vale

- Children and Young People
- Unemployment and skills development
- Older people and intergenerational
- Crime and antisocial behaviour
- Environment and ecology

Rushey Green

- activities and opportunities for children (under 18) and young people (under 25)
- increasing opportunities for older people (55+)
- community cohesion – including events, activities and projects designed to create a sense of community in Rushey Green
- culture and the arts – with particular reference to improving the wellbeing of people in the Rushey Green Area

- improving your local area – including local 'streetscape', environment and ecology.
- The Rushey Green Assembly is also committed to keeping residents informed about the ongoing improvements to Catford town centre.

Sydenham

- bringing our community together
- health and wellbeing
- vibrant high street
- clean and green
- crime and anti-social behaviour.

Telegraph Hill

- Unemployment and skills development
- Activities for older people
- Neighbourliness and tackling social isolation.
- Community safety, wellbeing and tackling anti-social behaviour.

Whitefoot

- Healthy living including fitness, wellbeing and mental health.
- Creative arts – using art to bring Whitefoot residents together and foster a sense of community spirit, mutual understanding and respect.
- Improved parks, play areas and green spaces – helping improve our local living environment, making Whitefoot a safer, cleaner and greener place to live, work, and learn

Appendix D – Further information about areas of the Council scrutinised by Public Accounts Select Committee

Chief Executive's Division

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

- **positive results** – setting the Council's management arrangements and practices to ensure effective and efficient delivery of services through well organised and motivated staff
- **strategic direction** – ensuring that the Mayor and Council's priorities and goals can be implemented through focused strategies, projects and programmes
- **policy advice** – acting as the principal policy adviser to the directed elected Mayor and elected councillors and securing best professional advice on all relevant matters in respect of the Council's functions and services
- **partnerships** – leading and developing effective partnerships at management level with other public agencies, private companies and local community organisations to achieve better public services and improved results for local people
- **operational management** – ensuring that the Council has the highest standards of achievement in financial and budgetary management; the management of service performance; the management of emergencies and risks generally; the management of suppliers; and the overall management of change and improvement within the Council.

Chief Executive – Janet Senior

Policy and Governance

- **Policy** – supports the Council's purpose (promoting the social, economic and environmental well-being of the borough) and direction (progress towards socio-economic and environmental goals) through research, strategic planning, policy development and support along with a rigorous approach to performance management. This combination of functions helps to provide corporate assurance for both democratic decision-making and corporate management. The function is now incorporated within the Policy, Service Design & Analysis Hub.
- **Governance** – supports the work of the directly elected Mayor and Council in the discharge of both executive and overview & scrutiny functions, and also supports elected Members in fulfilment of their

respective duties as ward representatives. The function seeks to ensure the efficient and effective discharge of statutory and constitutional responsibilities for the enhancement of local democracy and public engagement.

- **Executive Support Office** – supports Executive Directors, Heads of Service and the Director and Service Managers in Children’s Social Care through PA, clerical and administrative support.

Head of Corporate Policy & Governance – Barrie Neal

Overview & Scrutiny Manager– Charlotte Dale

Business & Committee Manager – Kevin Flaherty

Service Group Manager, Policy Development and Analytical Insight
– Paul Aladenika

Service Group Manager, Inter Agency Service Development & Integration - Salena Mulhere

Executive Support Office Manager– Margaret Anderson

Strategy

- **Mayor & Cabinet Office** – provides organisational and executive support to the Mayor, Deputy Mayor and Cabinet to enable them to fulfil their leadership roles within the authority, across the community, regionally and nationally. They act as an interface between the political and managerial leadership of the Council, facilitating and managing the decision making process including sensitive and high level information, correspondence and casework directed to the Mayor & Cabinet. The Office also includes the Office of the Young Mayor, which supports Lewisham’s Young Mayor, Young Advisors, Young Citizens Panel, as well as other Youth Engagement activities across the authority and partners.
- **Communications** – delivers proactive and reactive communications to support the delivery of the Council’s corporate priorities. The team co-ordinates the Council’s online, media and marketing communications with the aim of engaging and influencing our residents, staff and stakeholders.
- **Strategy & Partnerships** – work on cross cutting projects where multiple partners are involved.

Assistant Director of Strategy and Communication – Fiona Colley

Communications Manager – Darren Bindloss

Executive Manager, Mayor & Cabinet Office – James Noble

Strategy, Partnership and Programmes Manager – Fenella Beckman

Resources and Regeneration

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.

Executive Director for Resources & Regeneration – (vacant)

Regeneration and Place – 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 assets
- delivering effective, value for money 'back office' functions which support the delivery of council and directorate priorities

Assistant Director Regeneration and Planning – **Freddie Murray**

Service Group Managers

- **Property, Asset Strategy & Estates** – Chris Damri
- **Commercial & Investment Delivery** – (vacant)
- **Capital Programme Delivery** - Kplom Lotsu
- **Highways, Transport and Asset Management** - Simon Moss
- **Estates Compliance and Contracts** – (vacant)

The Building Control function now sits in the Regeneration & Place division. The Building Control service operates on a trading account and competes with a multitude of private sector operators (Approved Inspectors) to provide approvals under Building Regulations.

- **Civil / Structural Engineering Manager** - Thiru Moolan

Corporate Resources – provides technical and professional advice in respect of the Council's financial responsibilities and internal control frameworks. These include corporate budget setting, treasury management, pension fund management, procurement support, insurance and risk management arrangements, and assurance and compliance (internal audit, fraud investigations and health and safety).

- **Head of Corporate Resources**- David Austin
- **Insurance and Risk Manager** – Karen Eaton
- **Anti-Fraud and Corruption Team Manager** - Carol Owen
- **Internal Audit Manager** - Julie Hetherington
- **Strategic Procurement and Commercial Services Manager** - Katherine Nidd

Financial Services – role is to steward the Council's financial resources prudently, balancing short-term strategies with the safeguarding of an effective resource base, including:

- Core accountancy, including preparation of the financial statements
- Service financial support and advice
- Payroll and pensions

Head of Financial Services – Selwyn Thompson

Service Group Managers – Financial Services

- **Community Services** - Robert Mellors
- **Customer Services** - Lynne Farrow
- **Resources & Regeneration** - John Johnstone
- **Children & Young People** – Mala Dadlani
- **Group Manager Pensions and Payroll** - Carol Eldridge
- **Core Accounting** - Paul Calnan
- **Group Finance Manager** - Peter Allery

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

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

Head of Organisation Development & Human Resources – Adam Bowles

HR Business Partners:

- Jackie Stirling
- Elaine Hattam
- Sherene Alexander Russell
- Lloyd Bryson

Employee Relations Manager – Ellen Tsang

Organisational Learner and Talent Manager – Ann Butler

Legal & Electoral Services

Legal Services – ensure that the Council acts lawfully, to facilitate the fulfilment of Council objectives in a way that is resistant to legal challenge; and to ensure that the Council has and uses robust decision making processes.

Electoral Services – administer Parliamentary, Mayoral, and local elections as well as referenda; and facilitate maximum possible participation in electoral registration and the democratic electoral process.

Head of Law - Kath Nicholson

Principal Lawyers:

- **Contracts, Education and Employment** – Stephanie Fleck
- **Housing and Litigation** – Petra Der Man
- **Property, Planning and Environment** - Katherine Kazantzis
- **Social Care and Health** - Georgina Nunney

Electoral Services Manager – Jamie Baker

Audit Panel

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

- Reviewing and approving the Council's Internal Audit's strategy, plans and resources as well as receiving quarterly and annual reports from Internal Audit and the implementation of Internal Audit recommendations.
- Receiving reports from Internal Audit on the implementation of agreed recommendations where management have failed to undertake the necessary actions within the planned audit time frame.
- Receiving external inspection reports and specific reports as agreed with the external auditor as well as external auditor's Annual Plan.
- Monitoring of the effectiveness of the Council's risk management arrangements, the control environment and associated anti-fraud and anti-corruption arrangements.

- Receiving the Council's Annual Statement of Accounts, to consider whether appropriate accounting policies have been followed and whether there are any concerns arising from the financial statements or from the audit that need to be brought to the attention of the Executive.

The Committee might also consider the work of the Public Services and Information Management and Technology Divisions in the Customer Services Directorate:

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 customer services across the Council and are the front door to many services that residents may require. Public Services operates services from all Council Buildings. It is split into eight service groups as follows:

- Customer Service Centre (Telephony, Face to Face and Registration)
- Revenues (Council Tax, Business Rates, Debtors and Cashiers)
- Benefits (Housing Benefit, Council Tax Rebates and Concessionary Awards)
- Emergency Planning (Emergency Planning and Business Continuity)
- Parking
- Business Support
- Directorate Casework Team
- Independent Adjudicator

Head of Public Services- Ralph Wilkinson

Service Group Managers – Public Services

- **Customer Services Centre** (Telephony, Face to Face and Registration)
Mark Ferris
- **Revenues** (Council Tax, Business Rates, Debtors and Cashiers)
Lorraine Richards
- **Benefits** (Housing Benefit, Council Tax Rebates and Concessionary Awards) Mick Lear
- **Emergency Planning Business Continuity Services**
Laurie Grasty
- **Parking Services Manager** – Seamus Adams
- **Corporate Complaints, Casework and Information Governance** -
Georgina Chambers
- **Independent Adjudicator** - Linzi Banks

Information Management and Technology

The **Technology and Change division** both supports the Council's efforts to

reshape, redesign and improve services to reduce costs. It also manages the Council's IT.

(Interim) Assistant Director IT and Digital Services – Mark Ives

- **Business Transformation and Change – Darren Kidson**
- **Applications Support Manager – Pooja Kulkarni**