

<b>Housing Select Committee</b>		
Title	Select Committee work programme 2018-19	
Contributor	Scrutiny Manager	Item 4
Class	Part 1 (open)	5 July 2018

## **1. Purpose**

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

## **2. Summary**

- 2.1. This report:

1. Provides the context for setting the Committee's work programme for the year.
2. Asks members to decide on the Committee's priorities for the 2018-19 municipal year.
3. Informs members of the process for Business Panel approval of the work programme.
4. Sets out how the work programme can be monitored, managed and developed.

## **3. Recommendations**

- 3.1. The Select Committee is asked to:

- Note the meeting dates and terms of reference for the Housing Select Committee.
- Consider the provisional work programme at appendix B.
- Consider adding further items to the work programme, taking into consideration the criteria for selecting topics; information about local assembly priorities and items already added to the provisional work programme.
- Note the key decision plan, attached at appendix H, and consider any key decisions due to be made by the Mayor, which may require further scrutiny.
- Agree a work programme for the municipal year 2018-19.
- Review how the work programme can be developed, managed 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 23 May 2018:

- 5 July 2018
- 4 September 2018
- 9 October 2018
- 3 December 2018

- 16 January 2019
- 11 February 2019

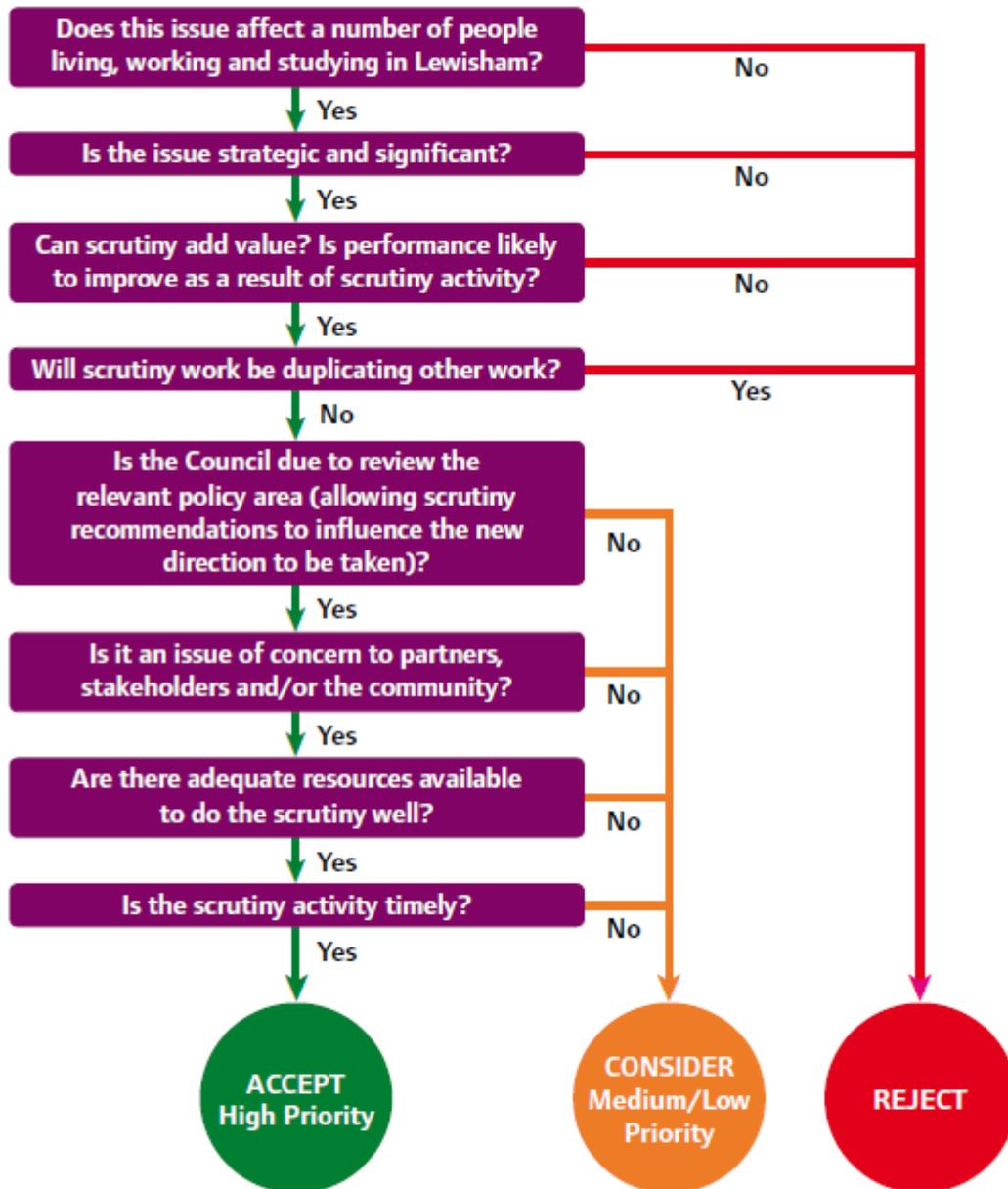
## **5. Context**

- 5.1. The Housing Select Committee's role is to scrutinise the discharge of the council's housing functions. This includes scrutinising Lewisham Homes and Regenter B3, which manage the council's stock of council properties, and establishing links with other social housing providers in the borough. The Committee's full terms of reference are set out in appendix A.
- 5.2. A key part of the committee's role is scrutinising the performance and objectives of the council's housing strategy. This includes support and accommodation for those who are homeless or threatened with homelessness; measures to increase the supply of new, affordable housing; improving conditions in the private rented sector; and improving standards in social housing. The current [housing strategy](#) covers the period 2015-2020.
- 5.3. The committee is also able to respond to new and emerging issues that fall within its terms of reference. Last year, for example, the committee scrutinised the council's response to fire safety in tower blocks following the Grenfell fire.
- 5.4. The Committee can invite expert witnesses to provide evidence to the Committee on specific topics, such as local housing partners or representatives from the voluntary sector. While witnesses often welcome the chance to speak to the Committee, they are not obliged to attend (as opposed to officers of the Council and decision makers).

## **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 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
  - The report is then sent to Mayor and Cabinet for consideration and response.
- 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.
- 7.5. To carry out the review, the Committee can use a range of investigative routes. In previous administrations scrutiny committees have: invited expert witnesses and specialists to meetings; tasked Council officers with providing analysis or detailed information about their service areas; carried out visits or fact finding trips; asked individual members or the committee's scrutiny manager to report on meetings, events and visits; consulted with members of the public or special interest groups.

## **8. The Committee's areas of focus in the 2014-18 administration**

- 8.1. Over the last administration, the committee considered a broad range of issues and considered a number of topics in-depth. A summary of this work is included in (appendix G) and members should give this due consideration when deciding on the programme for 2018-19.
- 8.2. Throughout 2014-18, the committee played a lead role in the scrutiny of the council's new homes programme. The committee received regular progress updates and closely monitored the delivery of new council homes and temporary accommodation across the borough. The new administration has stated its ambition to deliver 1,000 new social homes and this is likely to continue to be an area of interest for the committee.
- 8.3. Following the Grenfell fire in June 2017 the committee received an urgent briefing from council and housing partner officers on the local response. The committee heard about the fire-safety testing that would be carried out, which buildings would be tested, and what interim measures would be put in place for the safety of residents. The committee received a number of progress updates as all tall residential buildings in the borough were eventually tested and where necessary had their cladding removed.
- 8.4. The committee scrutinised the development of the private rented sector offer policy over the course of the administration. The policy allowed the council to bring the duty to secure accommodation owed to homeless households ('the main housing duty') to an end by securing an offer of suitable accommodation in the private rented sector (PRS). The committee made a number of comments on the exemptions in the policy and the level of detail in the policy documents. Officers noted the committee's comments and agreed to transfer detail from the supporting documents to the final policy document.
- 8.5. The committee also carried out two in-depth reviews over 2014-18. The most recent review looked at housing delivery models in the borough, with a focus on community land trusts, cooperatives and joint ventures. The other review examined mental health in social housing and the measures taken by housing providers to work with local partners to identify, support and signpost those who may be experiencing mental ill health. Both reviews made a series of recommendations to mayor and cabinet and the committee may wish to continue monitoring progress in the next administration.
- 8.6. Once they have considered an issue, scrutiny committees have the option to refer their views to Mayor and Cabinet in the form of a formal referral. The Chair, or a nominated member, of the Committee can attend the relevant meeting of Mayor and Cabinet to present the referral and add additional context to the Committee's views. The Council's constitution states that Mayor and Cabinet should produce a response within two months. The relevant Cabinet Member, or a senior officer, might attend the scrutiny meeting at which the response is discussed in order to introduce the response from Mayor and Cabinet and to answer questions.

## 9. Provisional 2018-19 work programme

9.1. The Scrutiny Manager has drafted a provisional work programme for the Committee to consider. It is attached at appendix B and it includes:

- 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 Council officers.
- those items that the select committee is required to consider by virtue of its terms of reference
- monitoring of the recommendations of recent reviews.

9.2. 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 H).

### suggestions from the Committee

9.3. At its last meeting of the 2017-18 municipal year, the committee put forward the following suggestions for scrutiny topics for this year:

- Tenant representation in social and private rented sector
- Delivery of new council homes and temporary accommodation
- Landlord licensing schemes

### suggestions from officers

9.4. Officers were invited to suggest additional items for the work programme, in view of the activity that will be taking place over the course of the next municipal year. These suggestions have been provisionally added into the work programme attached at appendix B.

9.5. There were two suggestion from officers:

- Progress report on the council's measures to implement the provisions of the *Homelessness Reduction Act 2017*.
- Update report on the government's consultation on its proposed funding changes for supported housing.

### issues arising as a result of previous scrutiny

- fire safety in tall buildings

Following on from the committee's scrutiny of the local response to the Grenfell fire last year, there are a number of ongoing fire safety-related programmes of work that the committee may want to continue monitoring. This includes an ongoing programme of more intrusive fire safety inspection in Lewisham Homes properties and a programme of retro-fitting sprinklers to council-owned blocks. Measures are also being taken to improve tenancy checks with a more robust fire safety checking system, and those buildings that have had their cladding removed will need to be re-clad. Given the significance of this work it is recommended that the committee add this to the work programme.

- Homelessness and temporary accommodation

Given the increasing homelessness and temporary accommodation pressures in the borough in recent years, the committee has received regular updates on the council's response. Through a number of measures, including increasing the provision of temporary accommodation, the number of households in nightly paid temporary accommodation reduced. However, due to a number of factors, this has started to increase recently. The *Homelessness Reduction Act 2017* also came into force in April 2018 and is expected to lead to a substantial increase in the number of people the council assists. Lewisham also successfully bid to become a homelessness prevention trailblazer. This project will involve the use of predictive analytics to identify and support households at risk of homelessness earlier on. Given the ongoing pressures and developments in this area it is recommended that the committee continue to monitor regularly.

### those items that the select committee is required to consider by virtue of its terms of reference

- Lewisham homes and Regenter annual report and business plan

These reports provide the committee with an opportunity to scrutinise the management of the council's housing stock. Senior representative from each organisation present their reports and the committee is given the opportunity to ask questions and represent the views of their constituents.

- Annual lettings plan

The Annual Lettings Plan sets out how the Council intends to allocate the lettings that become available each year. This covers properties that become available from the Council's own homes and those of other providers such as Housing Associations where the Council has nomination rights. The report provides the committee with an opportunity to comment on the proposed plan and question officers before it is considered by Mayor and Cabinet.

- Rent and services charge increases

This report outlines forecasted rent and service charge changes for Lewisham Council Dwellings each year, including resident feedback on the proposals.

The report provides the committee with the opportunity to question officers and comment on the proposals before it is considered by Mayor and Cabinet.

- **Lewisham Future Programme**

Through the Lewisham Future Programme, the Council has identified a number of areas from which it will deliver significant savings. 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.

monitoring of the recommendations of recent reviews

- **housing delivery**

In 2017/18 the committee carried out a review of housing delivery models in the borough, in particular community land trusts and joint enterprises. The review concluded in January 2018 and made a series of recommendations to mayor and cabinet. The response to these recommendations is due early in the administration and will be included in the work programme as soon as it is available. The full report of the review is available [online](#).

- **mental health and housing**

In 2016/17 the committee carried out an in-depth review of mental health and housing, looking in particular at how people with mental health needs are supported in social housing and how social housing providers work with local partners. The committee received a progress update in January 2018 and officers informed the committee that a mental health and housing working group had been established which was aiming to produce a directory of support by May 2018. The committee also requested an update on any relevant information-sharing and data protection problems that local partners have experienced. Given the ongoing work in this area, it is recommended that this is included in the work programme.

## **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. The Business Panel will meet in July 2018 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 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 items because they are high priority, it must then consider which medium/low priority items should be removed in order to create sufficient capacity. The Committee

has six scheduled meetings this municipal year and its work programme needs to be achievable in terms of the amount of meeting time available.

10.3. Previously, members of some committees have requested additional guidance about prioritising and managing their work programmes. In 2018-19 it will be particularly important for committees to closely manage their workloads and to ensure that all councillors (those that are new and those that are returning) are clear about the way in which each committee will operate over the course of the year. The Council's constitution sets out the procedure rules for overview and scrutiny committees (see part IV, section E) however, the following issues have been noted as key areas for agreement in the 2014-18 administration:

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

10.4. At each meeting of the Committee, there will be an item on the work programme presented by the Scrutiny Manager. When discussing this item, the Committee will be asked to consider the items programmed for the next meeting. Members will be asked to outline what information and analysis they would like in the report for each item, based on the outcomes they would like to achieve, so that officers are clear on what they need to provide. The discussion also provides the opportunity for the Committee to manage and prioritise its work programme for future 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. 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 the range of questions put to officers and guests.

#### The number of items scheduled for each meeting

10.7. 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 above (at paragraph 6.2) is designed to help the Committee decide whether it should add items to its work programme.

10.8. Where the committee identifies issues of interest that are low priority because:

- 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.

- 10.9. 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 responses to consultations and other urgent business.

#### 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 (from high to low).
- 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 – How to carry out reviews

Appendix G – End of administration review

Appendix H – 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 Housing Select Committee has specific responsibilities for the following:

To fulfill 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 Housing Select Committee Work Programme 2018-19

Work item	Type of item	Priority	Strategic priority	Delivery deadline	05-Jul	18-Sep	31-Oct	17-Dec	31-Jan	06-Mar
Lewisham Future Programme	Standard item	High	CP6	Ongoing			Savings			
New Homes Programme	Standard item	Low	CP6	Ongoing						
Election of the Chair and Vice-Chair	Constitutional req	N/A	CP6	Jul						
Committee work programme 2018/19	Constitutional req	High	CP6	Jul						
Housing in Lewisham overview	Standard item	Low	CP6							
Lewisham Homes	Performance monitoring	Low	CP6		Annual report & business plan					
Brockley PFI	Performance monitoring	Low	CP6		Annual report & business plan					
Milford towers leasing arrangements	Standard item	Medium	CP6							
Lewisham's Housing Strategy	Policy development	High	CP6							
Fire safety in tall buildings	Performance monitoring	Medium	CP6							
Landlord licensing	Standard item	High	CP6							
Temporary accommodation procurement	Standard item	High	CP6							
Homelessness Reduction Act progress update	Performance monitoring	Medium	CP6							
Supported housing changes	Standard item	High	CP6							
Housing delivery models review update	Policy development	Low	CP6					Update		
Housing and mental health review update	Policy development	Low	CP6					Update		
Proposed rent and service charge increases	Standard item	Low	CP6							
Annual lettings plan	Standard item	Low	CP6							

	Item completed
	Item ongoing
	Item outstanding
	Proposed timeframe

Meeting Dates:					
1)	Thursday	5 July	4)	Monday	17 December
2)	Tuesday	18 September	5)	Tuesday	31 January
3)	Wednesday	31 October	6)	Wednesday	6 March

## Appendix C - Assembly priorities

### Bellingham

- Children and young people.
- Older people's issues
- Community events and festivals
- The promotion and development of Bellingham as a community

### 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 – improving our local living environment and making Brockley a safer, cleaner and greener place to live, work and learn
- Connecting communities – bringing Brockley residents together and fostering a sense of community spirit, mutual understanding and respect, through community projects, events and activities

### 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

- Cleaner, Greener, Safer Downham
- Older People & Intergenerational Projects
- Health & Wellbeing

### 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**

- Environment and landscape.
- Antisocial behaviour and crime.
- Local shops.
- Lack of youth and community facilities.
- Traffic.

## **Lee Green**

- Safe healthy living – improving health services, crime reduction, improved environment, provision of outdoor spaces / exercise spaces, promote measures to reduce air pollution / promoting cleaner air.
- Roads and streets – road safety and traffic calming measures, road maintenance, cleaner streets, tree planting, rubbish collection, improved road use, provision of cycling tracks, addressing parking and CPZ issues.
- Leisure and amenities – improved parks and open spaces, more meeting spaces / community centres, provision of cycling tracks, improved shops, Leegate, provision of more local events.
- Services and infrastructure – better social housing, provision of jobs locally, more services for the elderly and young people, increased use and access to local use for recreational activities, more school spaces.

## **Lewisham Central**

- Improving health and well-being.
- Cleaner, better environment.
- Better access to activities and facilities for children and young people.
- Better access to training and employment for all inhabitants of the ward.
- 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**

- Children, young people and youth work.
- Older people and transport.
- Creative arts (e.g. participatory art projects like storytelling, theatre, etc.)
- Healthy living, including fitness, wellbeing and mental health.
- Improved use in parks, play areas and green spaces

## **Appendix D – Further information about areas of the Council scrutinised by Housing 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 – Ian Thomas**

### **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.

**Head of Strategy** – (vacant)

**Head of Communications** – (vacant)

**Executive Manager, Mayor & Cabinet Office** – (vacant)

**Strategy & Partnerships Manager** – Fenella Beckman

## Customer Services Directorate

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
- Technology & Change

### **Executive Director – Kevin Sheehan**

020 8314 6800

PA – Diane Deller

020 8314 9488

### **Strategic Housing**

The Strategic Housing Division is based in Laurence House, Eros House and Winslade Way. The service provides a wide range of statutory housing services for people in housing need, or homeless or threatened with homelessness. It is split into 3 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 the estate regeneration and delivery of new housing supply with partners and by the Council.
- **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.

### **Head of Strategic Housing – Genevieve Macklin**

020 8314 6057

PA – Susan Smith

020 8314 9958

### **Service Group Managers – Strategic Housing**

- **Housing Strategy & Programmes**  
Jeff Endean, 020 8314 6213
- **Housing Needs Service & No Recourse to Public Funds**

Lee Georgiou, 020 8314 7413

- **Private Sector Housing Agency (PSHA)**  
Madeleine Jeffery, 020 8314 9484

## Appendix E – 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 F

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

