

Public Accounts Select Committee		
Title	Select Committee work programme 2018-19	
Contributor	Scrutiny Manager	Item 5
Class	Part 1 (open)	09 July 2018

1. Purpose

- 1.1. To ask Members to agree an annual work programme for the Public Accounts Select Committee in 2018-19.

2. Summary

- 2.1. This report:

1. Provides the context for setting the Committee's work programme for the year ahead.
2. Asks members to decide on the Committee's priorities for 2018-19.
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:

- Consider the provisional 2018-19 work programme at appendix B.
- 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.
- Decide on adding further items to the work programme or removing others, taking into consideration the criteria for selecting topics; information about local assembly priorities and items already added to the provisional work programme.
- Agree a work programme for the municipal year 2018-19.
- Note 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:
- 03 July 2018 (this was subsequently moved to 09 July)
 - 25 September 2018
 - 7 November 2018
 - 20 December 2018
 - 5 February 2019
 - 20 March 2019

5. Context

- 5.1. The Committee's terms of reference are set out in appendix A. The Public Accounts Select Committee's role is to promote good custodianship of the Council's finances

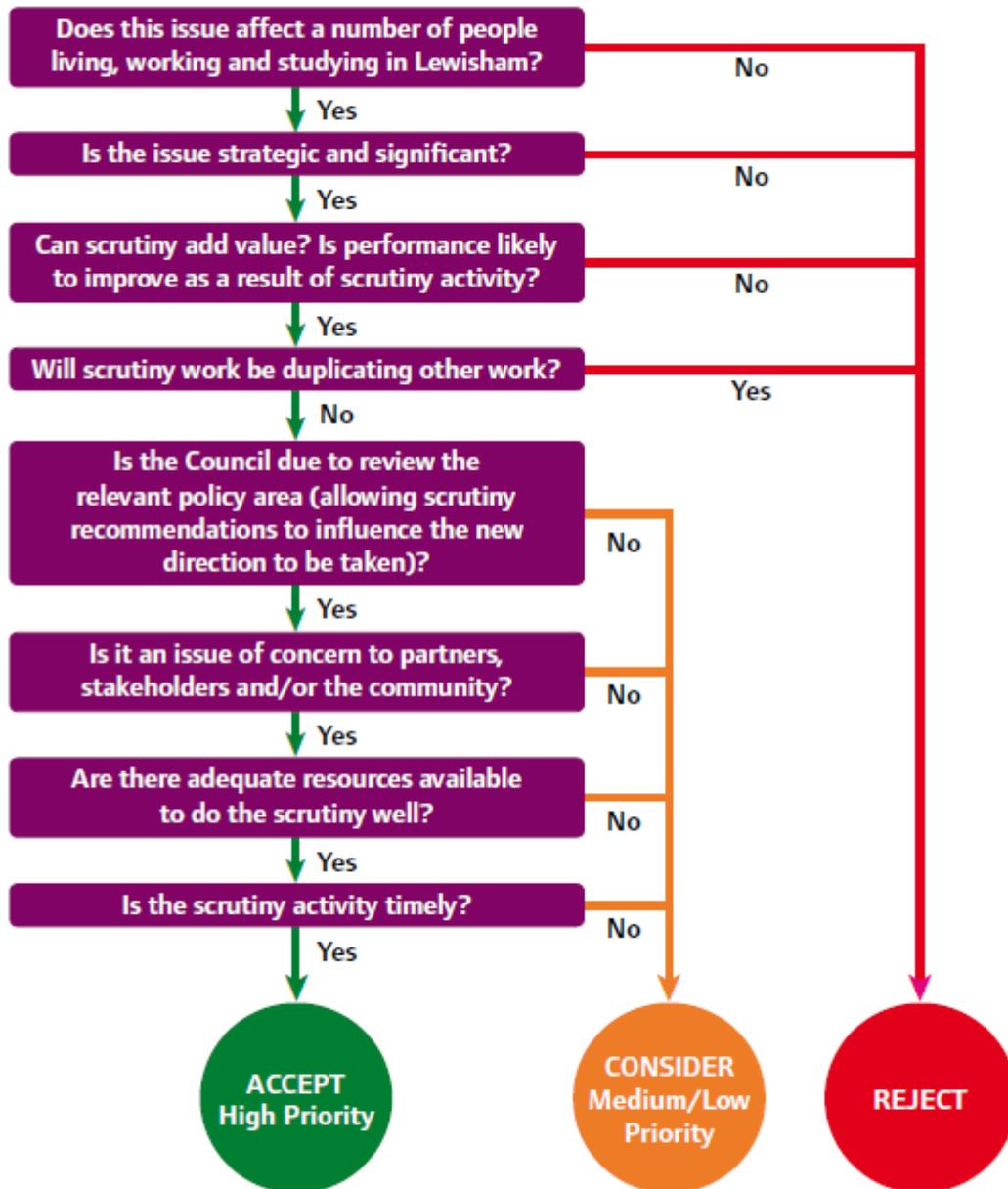
and to make recommendations for best financial practice across the authority. This includes (but is not limited to) investigating ways to improve the Council's financial management practice and to improve procurement practice.

- 5.2. The Public Accounts Select Committee is consulted on the Council's budget as part of its role in holding the Mayor and officers to account for their performance in respect of all budgetary matters. The Committee also has a responsibility to scrutinise the effectiveness of the Audit Panel and to receive reports from the Audit Panel in respect of their overview of contract procedure rules and financial regulations.
- 5.3. To ensure the effective scrutiny of issues, the Committee can invite expert witnesses (such as those involved in the voluntary sector, business, or academia) to provide evidence to the Committee on specific topics. While many witnesses 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** 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 reviews

- 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 four 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 methods. 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. Referring issues to Mayor and Cabinet

- 8.1. Following consideration of an issue on its agenda, a scrutiny committee has the option to direct its views to Mayor and Cabinet by making a formal referral. The chair (or a nominated member of the Committee) may attend the relevant meeting of Mayor and Cabinet to present the referral and add additional context to the committee's views.
- 8.2. The Council's constitution states that Mayor and Cabinet should produce a response to the scrutiny committee within two months of receiving the referral.
- 8.3. The relevant Cabinet Member or a senior officer might attend the scrutiny committee meeting to present the response from Mayor and Cabinet and to answer questions.
- 8.4. A full record of the Public Accounts Committee's referrals, and the responses from Mayor and Cabinet, are available online here:
<https://tinyurl.com/ycqqrmt9>.

9. The Committee's areas of focus in the 2014-18 administration

- 9.1. Over the four years of 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 are asked to give this due consideration when deciding on the programme for 2018-19.
- 9.2. It should be noted that all of Lewisham's select committees devoted time to scrutiny of the Council's savings programme in the last administration but the Public Accounts Select Committee played a lead role in the scrutiny of the Council's annual budget and associated savings proposals.
- 9.3. At regular intervals throughout the 2014-18 administration, the Committee received financial forecasts with details of the Council's financial position. 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.
- 9.4. The Committee also led on the scrutiny of the Lewisham Future Programme, ensuring that overview and scrutiny provided an oversight of the entire savings programme each autumn before it was considered by Mayor and Cabinet.
- 9.5. The Public Accounts Select Committee has also considered the annual budget in February every year before its consideration by Mayor & Cabinet and then Council, with regular referrals made to Mayor & Cabinet. The Mayor and the Cabinet Member for Resources have been regular attendees at the Committee to answer questions in relation to the Council's budget and its financial controls.

10. Provisional 2018-19 work programme

- 10.1. 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.
- 10.2. 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

- 10.3. At its last meeting of the 2017-18 municipal year, the Committee put forward the following suggestions for scrutiny topics for this year:
- Social impact bonds
- At the Committee's meeting on 21 March 2018, there was a brief discussion about the Council's decision to trial a social impact bond for the support of care leavers. The Chair of the Committee referred the issue to the Overview and Scrutiny Business Panel for further discussion. A full record of that meeting is available online here: <https://tinyurl.com/yc7ben4c>. The Committee should consider whether it wishes to carry out a further review the decision made by Mayor and Cabinet on the delivery of the social impact bond for supporting care leavers.
- Asset management (in consultation with the Sustainable Development Select Committee)

Members of the Committee in 2017-18 also suggested that there may be additional areas of the Council's approach to asset management that should be scrutinised. The Sustainable Development Select Committee is responsible for the scrutiny of the Council's approach to its assets and the Council's non-housing estate. However, Public Accounts Committee has an overarching responsibility to investigate the possibilities for improving the Council's financial management practice, which could include the management of the Council's assets. Any review of the Council's approach to its assets should include consultation with members of the Sustainable Development Select Committee.

suggestions from officers

- 10.4. 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.

10.5. There was one suggestion from officers:

- Medium term financial strategy

The strategy forms the first part of the budget setting process and it is considered essential that the Committee reviews its contents before Mayor and Cabinet.

issues arising as a result of previous scrutiny

- cost pressures in social care

10.6. In the autumn of 2017 the Committee carried out a focused piece of scrutiny on cost pressures in social care. Given the ongoing challenges in this area as well as the Committee's commitment to support the Council in reviewing persistent areas of overspending and service redesign, it is recommended that the Committee includes cost pressures in social care in its 2018-19 work programme.

- communicating the Council's budget position

10.7. Also in the autumn of 2017, the Committee sought to better understand the strategic approach to communicating the Council's increasingly challenging budget position. It asked the relevant Cabinet Member and the Council's Head of Communications to attend a Committee meeting to explain the Council's approach and to answer questions on future plans in this area. Given the increasing pressure on budgets the Committee might want to revisit this work in 2018-19.

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

- financial forecasts

10.8. As noted above, the Committee regularly receives reports on directorate spending as well as management action to contain cost pressures. The Committee should continue to receive these reports in 2018-19 in order to inform its broader scrutiny of the Council's budget.

- treasury management

10.9. An annual officer report on the Council's management of its income as well as its debts and reserves, gives the Committee the opportunity to scrutinise how the Council is managing its resources.

- Lewisham Future Programme

10.10. 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

- Income generation
- 10.11. The Committee has committed considerable time to the scrutiny of the Council approach to income generation and commercialisation. At the meeting on 21 March 2018 the Committee received an update on the formation of a new corporate procurement team, which would also take responsibility for managing contracts and encouraging services to consider commercial approaches. Accordingly, an item on strategic procurement and commercialisation has been added to the Committee's work programme.
- 10.12. There are six meeting scheduled for the 2018-19 year. Therefore, the Committee will need to decide on a topic for its in-depth review at the meeting in July in order to leave sufficient time for scoping the review as well as agreeing its key areas of focus and evidence gathering. Based on the issues and topics outlined above, the Committee might decide to choose one of these issues for its in-depth review:
- Asset management
 - Cost pressures in social care
- 10.13. It is up to the Committee to agree this provisional work programme, decide which items should be added and which topics should be considered for its in-depth review.

11. Approving, monitoring and managing the work programme

- 11.1. 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.
- 11.2. 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.
- 11.3. 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;

11.4. 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

- 11.5. 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.
- 11.6. 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

- 11.7. 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.
- 11.8. 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.
- 11.9. 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

- 11.10. 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.
- 11.11. 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.
- 11.12. 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).
- 11.13. 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.

12. Financial Implications

- 12.1. 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.

13. Legal Implications

- 13.1. 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.

14. Equalities Implications

- 14.1. 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.

14.2. 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.

14.3. 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 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 Public Accounts Select Committee Work Programme 2018-19

Work Item	Type of item	Priority	Strategic priority	Delivery deadline	09-Jul	25-Sep	07-Nov	20-Dec	05-Feb	20-Mar
Lewisham Future Programme	Performance monitoring	High	CP10	Ongoing			Savings			
Election of the Chair and Vice-Chair	Constitutional requirement	High	CP10	Jul						
Select committee work programme 2017/18	Constitutional requirement	High	CP10	Ongoing						
Financial forecasts 2018/19	Performance monitoring	Medium	CP10	Mar						
Medium term financial strategy	Performance monitoring	High	CP10	Jul						
Final outturn 2017/18	Performance monitoring	High	CP10	Jul						
In-depth review	In-depth review	High	CP10	Feb		Scope	Evidence	Evidence	Report & referral	
Annual complaints report	Performance monitoring	Medium	CP10	Sep						
Cost pressures in adult and children's social care	Performance monitoring	Medium	CP10	Sep						
Income generation update	Standard item	Medium	CP10	Dec						
Mid-year treasury management review	Performance monitoring	Medium	CP10	Dec						
Communicating the Council's budget position	Policy development	Low	CP10	Dec						
Annual budget 2019/20	Standard item	High	CP10	Feb						
Audit panel update	Constitutional Requirement	High	CP10	Mar						

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 Young 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 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 – 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

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 – Janet Senior

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

Head of Regeneration and Place – (vacant)

Service Group Managers – Regeneration and Place

- **Property, Asset Strategy & Estates** - Freddie Murray
- **Commercial & Investment Delivery** – (vacant)
- **Capital Programme Delivery** - Kplom Lotsu
- **Highways & Transport** - Simon Moss

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
- **Counter Fraud** - Carol Owen
- **Health and Safety** - Beatrice Aciro
- **Insurance and Risk** - Karen Eaton
- **Internal Audit** - Julie Hetherington
- **Strategic Finance (incl. the budget)** - Shola Ojo
- **Treasury and Pensions** - Robert Browning
- **Commercial and Procurement** - 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

- **Resources & Regeneration** - John Johnstone
- **Community Services** - Robert Mellors
- **Customer Services** - Lynne Farrow
- **Children & Young People** – (vacant)
- **Core Accounting** - Paul Calnan
- **Payroll and Pensions administration** - Carol Eldridge
- **Oracle Cloud Programme** - 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 Human Resources – Adam Bowles

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

Service Group Managers

- **Property Planning & Environment** - Katherine Kazantzis
- **Commercial, Education & Employment** - Stephanie Fleck
- **Litigation** - Petra Der Man
- **Social Care & Health** - Georgina Nunney
- **Business Support** - Siobhan Da Costa
- **Electoral Services** – 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 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.

The Public Accounts Select Committee regularly receives updates from the Audit Panel.

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 fundamental customer services across the Council and are the front door to many services that our residents, citizens and customers may require. The Division comprises of 8 service groups: Customer Service Centre, Revenues, Benefits, Emergency Planning, Parking, Business Support, Directorate Casework and Independent Adjudicator. 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** (Emergency Planning and Business Continuity)
Jim Cook
- **Parking** - Jim Cook
- **Corporate Casework, Complaints & Information** - Georgina Chambers
- **Independent Adjudicator** - Linzi Banks

Information Management & Technology

Technology and Change

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 and information governance.

Head of Technology and Change – Duncan Dewhurst

Service Group Managers

- **Digital Service** - David Minahan and Elizabeth Morgan

- **Head of Application Support (shared with Southwark & Brent)**
Mike Cobham
- **Head of Shared IT Services (Southwark & Brent) - Prod Sarigianis**

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

