

Project Romulus

Service Catalogue

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Version 1

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Document Control

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Introduction

Purpose of this document

This Service Catalogue acts as a guide to the Romulus Programme offering by outlining the services to be delivered by the Havering and Newham Shared Service. The services are described and the processes are defined.

Overall scope of services

The programme scope is to include the support service functions; those illustrated below are currently included within scope of the programme.



There may be further services for which it makes sound business sense to share particularly to facilitate business growth to others or where expert resources are difficult to secure which may be included in the programme in the future.

London Borough of Havering

Service name:	Strategic Human Resources and Organisational Development
Head of Service name:	Caroline Nugent
Service description:	
HR Business Partners Corporate HR and Change Strategy Organisational Development Commissioning Operational HR	
External customers	
Members and public	
Internal customers	
All Council employees Group Directors and Heads of Service Members Trade Unions Agency workers None have choice but to get strategic information this way	

Service name:	Business Systems
Head of Service name:	Geoff Connell
Service description: Business Systems	
<p>Business Systems is responsible for overall governance and provision of ICT across the Council. This includes day-to-day ICT operational services, including system development and support, networking; data centre, bulk printing and advice on Information Governance and security. The service also manages the delivery of strategic ICT development through the ICT Transformation Programme. The Service is led through a partnership arrangement with Newham, which is widely credited with raising the quality of the service, through sharing capacity and reducing costs</p> <p>ICT Customer Support provides day-to-day operations of the service and the prime contact point for the services customers. This team will provide first line support through the ICT service desk and drop in centre. It also oversees the wider up skilling and technology support for users.</p> <p>ICT Architecture Management Office is responsible strategic technology advice and development of the Council's main corporate and business applications and providing the technical design authority for all new projects and upgrades. It also considers and evaluates new technology products and anticipates future requirements.</p> <p>Applications Systems maintains, supports & develops key corporate and business applications, financials, procurement, HR, Payroll and CRM, Housing Social Care, Revenues and Benefits;</p> <p>Infrastructure & Unified Communications has responsibility for servers, networks, telecoms and the suite of unified communications tools eg MS Lync. They also manage and support all end user devices, with the aim of providing better interoperability for users.</p> <p>Information Systems maintain, support & develop key knowledge and Business Intelligence based systems, including Internet, Intranet, GIS, EDMS, workflow and master data management.</p> <p>Projects Delivery team has responsible for all IT Transformation Programme and project related delivery, including technical project delivery. It also leads on business process re-engineering project resource planning and PMO functions for Business Systems. The team work closely with other transformation programme managers across the council.</p> <p>Commercial Services provides a strategic function to ensure that IT suppliers and contracts continue to provide value to Havering, it also leads of developing new business and partnership opportunities with other</p>	

public bodies, partners and third sector organisations. In addition has responsibility for IT traded services within Business Systems, currently the Print Unit and Educational Computer Centre.
External customers
<p>Educational Computer Centre – Schools</p> <p>Operates in a market open to all providers, works on a service “buy back model” from local schools.</p> <p>Print Unit</p> <p>Other public sector partners, schools, voluntary sector, other private customers</p> <p>Web based services – infrastructure</p> <p>Havering residents</p> <p>Other Local authorities</p> <p>Supply to staff with specialist skills to other local authorities</p> <p>Other partner organisations providing commissioned services from LBH sites,</p>
Internal customers
All users of corporate IT and telephony ie officers and members

Service name:	Exchequer
Head of Service name:	Jeff Potter
Service description:	
<p>At a high level the service is responsible for ;</p> <p>The raising and collection of Council Tax payments</p> <p>The raising and collection of Business Rates payments</p> <p>The raising and collection of Housing Benefit Overpayments</p> <p>The Payment of Housing Benefit</p> <p>The Payment of Local Council Tax Support</p> <p>Corporate oversight of Debt Management</p> <p>Management of the Social Fund</p>	
External customers	
<p>Our external customers are, every household in the borough, every business in the borough occupying a property and all housing benefit claimants.</p> <p>None of our customers have the choice about where they receive their service from.</p>	
Internal customers	
Our internal customers are CMT & Members	

Service name:	Asset Management
Head of Service name:	Mark Butler
Service description:	
<p>Asset Management comprises of a number of service areas/teams, each supporting the development, management, maintenance and use of the Council's fixed assets (land, buildings and fleet assets). The focus is on delivering value by minimising costs in use, asset rationalisation and other means. Asset Management also plays a major role in delivering corporate projects</p> <p>Strategic Property Services</p> <ul style="list-style-type: none"> • Strategic property advice • Asset management planning/property review 	

- Property acquisitions and disposals
- Valuation
- Commercial property management,
- Rating appeals
- Property support to major projects and regeneration schemes
- Data management including GIS (digital mapping) systems.

Technical Services

- Architectural & building design services
- Structural engineering
- Building surveying
- Electrical and mechanical engineering

Facilities Management (Corporate Landlord)

- 'Hard' FM services including
 - accommodation planning
 - building and plant maintenance (electrical and mechanical)
 - legislative compliance including statutory test and inspections
- Soft FM functions
 - hall-keeping
 - reception
 - porterage
 - building cleaning and waste management
 - security, including mobile patrols
 - amalgamated reporting, ordering and monitoring of construction and service works

Education Asset Management

- Supporting asset management planning for schools
- Co-ordination of projects within schools capital programme
 - Maintenance programme
 - Other capital works e.g. Primary Expansion Programme

Transport

- Fleet management
- Fleet maintenance (workshops)
- Passenger Transport Service

Corporate Health & Safety and Support

- Health & safety advice – corporate and operational
- Investigations
- Asbestos management (policy, surveys, testing and management of removal)
- Corporate Support functions
 - Post room/scanning
 - Reception services to corporate buildings
 - Administration of access control systems and staff parking

External customers

Schools, Academies and Colleges buy in to discretionary services from:

- Transport (PTS)
- Health & Safety
- Technical Services
- Education Asset Management

LB Barking & Dagenham - PTS services (discretionary)

Essex County Council - PTS services (discretionary)

Various community groups - PTS services (discretionary)

Thurrock Council - Health & Safety services

Internal customers

By definition of being a back office function, all services are available to internal customers within LBH.

Principal internal customers are:

- Regeneration
- Education
- Leisure Services

Service name:	Finance
Head of Service name:	Mike Stringer
Service description:	
Extracted from the 2013/14 Service Plan	
Finance & Procurement sits within the Finance & Commerce directorate and is responsible for:	
<ul style="list-style-type: none">• strategic financial planning and management including the co-ordination of the corporate business planning and budget-setting processes and oversight of the budget monitoring process• responding to recommendations from external assessors including the external auditors• a range of corporate finance functions, including co-ordination of the closedown and audit of accounts, treasury management, and pensions fund administration• the provision of strategic financial and procurement support to all services across the Council• the provision of an internal audit and insurance service, which also covers fraud & corruption and risk management & insurance functions.	
The service is responsible for the development of several key corporate strategies; these include the Medium Term Financial Strategy, the Capital Strategy, the Procurement Strategy, the Fraud & Corruption Strategy, and the Risk Management Strategy. These strategies all require formal approval by the Council. The service is also responsible for producing an annual Audit Plan and for the annual statement of accounts, both of which are approved by the Audit Committee.	
Finance & Procurement is responsible for taking a leading role in the corporate business planning process, which brings together financial and non-financial goals and objectives, and culminates in the annual budget-setting process, where Council approves both revenue and capital budgets. These are key elements in achieving value for money, which is one of the Council's five Living Ambition goals.	
Finance & Procurement is also responsible for ensuring that the Council's accounts, and the procedures that lead up to them, are compliant with a wide range of accounting standards and principles, and that the financial position is effectively communicated to partners and other stakeholders.	
The internal audit service is closely associated with the corporate performance process alongside their more traditional audit role, and also leads on the assessment of internal controls, governance processes and the range of counter-fraud measures in place, including engagement in the National Fraud Initiative.	
With the budgetary and fiscal constraint measures put in place since the election of the Coalition Government, the service has a key role in monitoring the impact on the Council's financial position and its budget strategy. The service has also contributed to the plans the Council has put in place to respond to them.	
The service is currently effectively structured into three teams:	

- the corporate finance team, which deals with all strategic financial planning matters and corporate finance functions
- the strategic finance and procurement business partners, who provide high-level support to the Council's service directorates, and who work closely with the operational finance team within Internal Shared Services
- the internal audit and insurance team, which provides internal audit services to the Council and to its schools, corporate fraud and housing benefit fraud investigation services, and an insurance service.

Corporate Finance is responsible for a range of corporate financial functions, including co-ordination of the key financial processes undertaken during the year – budget-setting, budget monitoring and closedown of accounts, including the annual audit. The service is responsible for ensuring that appropriate rules for financial management are in place, through the Financial Procedure Rules and the Financial Framework. The service provides advice and guidance on a variety of issues. Corporate Finance is also responsible for a range of corporate finance functions, including treasury management; pensions fund accounting and grant co-ordination. The service is also responsible for overseeing the operation and of the core financial systems, in particular the Oracle general ledger system. Finally, the team works closely with the Council's external auditors on both the accounts process and associated reviews.

The Strategic Business Partners are responsible for the provision of high-level financial and procurement advice and guidance to all services across the Council. There are three finance business partners and one procurement business partner. They work very closely with senior officers in service areas on the development of the budget, identification of efficiency savings, support to internal projects, service reviews, major procurements and collaborative projects, overall budget management reviews, and the closedown of accounts. They also operate in conjunction with the operational finance and procurement teams within ISS and with the Human Resource business partners.

Internal Audit is responsible for the provision of an internal audit service to the Council including schools as well as systems, contract, proactive and fraud audits, as well as overseeing the computer audit work, which is currently provided through an external supplier. The service is also responsible for both fraud & corruption and risk management functions, including the maintenance of relevant strategies, advice and guidance, and the application of audit standards both national and international. The service leads the development of the annual governance statement and contributes to the management of governance processes. The service incorporates the housing benefit investigations service, which is responsible for all fraud investigations related to benefit payments and from 1 April 2013, Council Tax support payments. The service also encompasses the Council's insurance team, which covers claims management as well as strategic insurance advice and liaison with the Council's insurers.

The F&P service works in conjunction with the commissioned Internal Shared Services (separately accountable to the Group Director Finance & Commerce) to ensure the:

- Provision of strategic finance & procurement advice, guidance and support to directorates
- Resolution of all finance & procurement queries
- Transaction of all finance & procurement issues.

External customers

The service currently has no external customers, excepting some schools for whom audit work is undertaken. Schools can however choose from whom such services are provided, especially if they are academies.

Internal customers

The services provided are in reality where there is not a choice in the provider, and there is no form of trading as such.

Service name:	Shared Services
Head of Service name:	Sarah Bryant
Service description:	
Internal Shared Services are involved in a major change project currently. They are supporting the development and delivery of the One Oracle project, which is seeking to implement a cross London Oracle system which will deliver consistent working processes and savings.	

1. Transactional Services – The essential “backbone” of the organisation, responsible for Payroll, Pensions, Transactional HR, Payments, Income Collection, System Control and Reconciliations, delivering audit recommendations and other ‘transactional’ activities’ such as managing the pay of the whole council workforce accurately and on time, managing the oracle hierarchy, setting up new starters, administering the Local Government Pension Scheme, and i-Recruitment, OLM and PDR. This service has been expanded due to the growing number of Secondary and Primary Academies that have been established. **Year end audit (Statement of Accounts and Pension Fund Accounts)**

a. Accounts Payable

The work of Accounts Payable is mainly transactional and encompasses supplier set-up and management, invoice and payment management, purchase cards, iExpenses, journals, tender openings and Giro management. Detailed tasks include:

- Control setting up and amendments of all Suppliers (Commercial and Non Commercial) inclusive of iProcurement Suppliers.
- Security checks performed on all Supplier Bank set ups.
- Manual invoice processing and checking of items.
- Control of all AP Interfaces – reconcile and create files for payment.
- Production of Pro-forma invoices from Swift Interface.
- Checking of invoice on hold report for releasing prior to Payment Run which includes iProcurement items.
- Regulate invoices in respect of CIS/VAT and Employment Status Procedures.
- CIS verification of Suppliers with HMRC.
- Processing Payment Runs for Bacs and Cheques, confirming payments and creating remittance advices.
- Voiding Bacs and Cheque payments - cancellations or re-issues where necessary.
- Monitor and recover Duplicate Payments.
- Retention of documentation for 6 years.
- Administration and reconciliation of Purchase Card.
- Export of reconciliations of Purchase Cards into Oracle Payables.
- Audit control of iExpenses and Export of claims into Oracle Payables.
- User Support for iExpenses.
- Processing of Journals and Accruals (actual/budget) to Oracle.
- Open and witness new Tenders.
- Transfer of Giro file from Santander for Reconciliations Team to pick up.

b. Accounts Receivable/Advanced Collections

The Income Team is part of Internal Shared Services and is responsible for raising and the debt collection of invoices for the London Borough of Havering within the Financial Framework of the Council, with regular reporting to the Debt Management Board.

The Income transactional team providing support to the Council's service areas through the operations of a Shared Service Centre. This involves a variety of duties including: ensuring the provision of high quality and consistent advice and support; ensuring invoices raised and collected are validated in accordance with statutory requirement, policies, procedure and legislation; liaise and support external bodies; and representing the Council at Court.

Staff take payments by Debt and Credit card and also arrange direct debits. The team also process the direct debit files recurring standing charges and varying interfaces, including:

- Market Stalls Interface
- PARIS
- Lockbox
- SWIFT (re Social Services interface)

Recovery is in line with various legislative requirements and uses the claims on line service to issue summonses and various other collection and recovery methods, including charges on properties, etc to

maximise collection of all debts outstanding to reduce overall debt to the Council.

c. **Systems and Reconciliation**

i. **Systems Administration etc**

Systems Administration for Oracle, and Collaborative Planning (CP) – including all items of general systems administration including user setup, password resets, new codes/changes code hierarchy changes, period end and dealing with most problems and issues, dealing with issues raised in support works

ii. **Implementation and Development of Financial Systems**

Involvement in the development of oracle CP and Paris including: Testing systems and changes etc, developing new solutions, changes, upgrades etc

iii. **General Financial Duties**

Producing financial information via OBIE and other means, publication of payments over £500, managing the process for retrospective approval of journals over £100k, duplicate payments checking, bulk Payments and Recharges, season ticket/Car loans and corporate Oyster Card, payments recalls, tax returns CIS

iv. **Reconciliations & Closure of accounts**

The team plays a major part in the closure of accounts which operates and manages a schedule of reconciliations and covers all of the main reconciliations performed at periodic intervals. The team also undertakes reconciliations of systems to Oracle G/L etc including most of the feeder systems, reconciliation of the major control and suspense accounts, reconciliation of the Council's main bank accounts and dealing with various banking issues, payments recalls etc

d. **Payroll**

Payroll provide an end to end payroll service with full HMRC returns (P45s, P60s and P11ds) with a system that delivers multiple terms and conditions of service including the provision of:

- Monthly payments undertaken by credit transfer (BACS) directly to employee accounts
- Full enquiry and advice service for staff
- Maintenance of employee computer records
- Calculation and confirmation of gross and net pay for all staff including the calculation and reporting of all statutory and occupational payments, including PAYE, NI, sickness, maternity, paternity and adoption leave
- Gross to net processing
- Full implementation of income tax, national insurance administration and working families tax credits
- payment of statutory and contractual sick and maternity pay
- attachment of earnings orders and charitable donations
- pension contributions and other voluntary deductions
- Implementation of pay awards including calculation and payment of arrears
- Application of step progression and pay awards as instructed by the school and Schools HR
- Full reconciliation of payments made
- Electronic payslips where supported otherwise, payslip printing and distribution
- Monthly Local Government Pension Scheme (LGPS) administration and Teachers Pension Scheme (TPS) returns
- Monthly payments to appropriate organisations in respect of statutory and voluntary deductions, including the Local Government Pension Scheme, Teachers Pension Scheme and NHS Pension Scheme
- Manual payment of urgent salaries or wages adjustments as requested (at additional charge see below)
- End of year reconciliation and online returns for income tax, NI, Teachers Pensions etc. and completion of a range of statutory returns
- Calculation and payment of redundancy payments and gratuities to non-pensionable employees
- Liaison with HM Revenue and Customs, Teachers' Pensions, and external auditors.

- Named payroll Transactional Agent for each payroll
- Provision of monthly reports

e. **Human Resources (Transactional)**

The Transactional HR Team are responsible for processing the recruitment of all new employees and undertaking all types of contractual changes for staff throughout their employment with LBH from their initial recruitment and clearances including Disclosure and Barring Service, to the time that they leave. Various Oracle applications are used by the team, who also provide support to customers in the use these systems; I-Rec for recruitment, PDR (Performance Development Review). The team upload courses and maintain the training catalogue for the Council held on the OLM (Oracle Learning Management) system to enable staff to book and undertake training.

f. **Pensions Administration**

The Pension Team is responsible for the administration of the Local Government Pension Scheme (LGPS). This administration service is carried out on behalf of the London Borough of Havering, who are required in law to provide an administration service for the scheme. The Pension Team administers the pension scheme on behalf of the scheme employers (admitted and scheduled bodies). The main activities of the team are to administer and maintain records and to calculate benefits on behalf of members and employers of the various schemes; and the provision of data required for the purpose of the Pension Fund Valuation. The team provide:

- Pension Entitlement Calculations
- Transfer in and transfer out calculations
- Pension sharing on divorce calculations
- Maintaining Pensions Records
- Pension Statements and Reporting
- Where applicable provide Gratuity, salary plusage and redundancy calculations
- Provide ill health retirement quotes for members of the LGPS
- Monitor for annual allowance
- Pension estimates and associated strain costs for members of the LGPS employers who are aged 55 and over:
 - a. Pension on Redundancy and Efficiency
 - b. Flexible Retirement
 - c. Employer's consent

g. **Infrastructure and Hierarchies**

The Infrastructure/ Hierachy Team control the establishment of all positions across the Council and maintain the organisational structures within the Oracle system. The team are responsible for any amendments to the organisation, position and procurement hierarchies; processing the build of new structures/ organisations following restructurings. Production of structure charts.

h. **Freedom of Information**

Administration of FOI's for the Resources Directorate.

Send to appropriate officer, coordinate response and prepare appropriate paperwork for Head of Service review and authorisation.

2. **Operational Teams** – HR, Finance and Procurement experts provide support, advice and guidance on complex work and issues. They interpret strategy and policy and work with business partners and managers to support effective decision making and ensure legal obligations are met by the Council. They support key organisational processes such as budget-setting, performance management, P2P, the closure of accounts and are integral to corporate priorities like the transformation agenda.

The teams also drive the self service ethos through the development of support infrastructure including dashboard reporting, system development, intranet and internet content and processes to empower managers.

a. **Finance and HRA Finance**

i) Finance Dashboard

Support the development of self service infrastructure including dashboards, guidance notes, intranet

content, on-line and formal training, policy and process development and launch.

ii) Budget Setting

Prepare detailed plan and timetable for service area to comply with budget instructions and timetable issued by Corporate Finance Team. Ascertain service area policy objectives and instructions for the budget cycle. Work with cost centre managers to develop budgets and options for change, savings or growth. Review and finalise budget with Head of Service in collaboration with the Business Partner. Ensure HRA regulations are observed.

iii) Budget Monitoring

Support budget holders in preparation of their forecasts with guidance and advice, ensure relevant information is communicated to them, critically appraise and challenge their forecasts, discuss service area forecast with Head of Service. This applies to both revenue and capital budgets.

iv) Year end closure

Prepare detailed plan and timetable for service area to comply with year end close instructions and timetable issued by Corporate Finance Team. Provide guidance and support to budget managers relating to cut-off, accruals and prepayments. Ensure any "reconciliations" owned by the team are completed. Liaison with the external auditors with respect to year end closure and audit of Statement of Accounts

v) Support to Head of Service, Business Partners and cost centre managers

Conduct modelling and analysis to support impact assessments of changes in legislation, policies or procedures. Evaluate policy options under consideration. Provide correct and consistent financial advice on the interpretation of financial frameworks, policies and legislation.

vi) Service charge and rent calculation

Calculate tenants' service charges and rents during preparation of the annual budget. Calculate leaseholder service charges twice annually (estimates, then actual).

vii) Project work

Provide professional financial support to strategic corporate projects

viii) Rent Accounts supervision

Monitor activity within the team to ensure that deliverables are being achieved according to timetables, including:

- Setting up the rents and service charges on tenants accounts
- Processing direct debits on tenants accounts (from taking the initial instruction, through calculation of the monthly charge for input to BACS, reconciling the amounts taken to the amounts expected and corresponding with tenants on DD).

ix) Other

Monitor operational issues affecting the team, offering advice or providing support through liaison with other management as necessary on issues including:

- IT processing or software issues
- Interfaces with other systems/departments such as Academy (benefits) or Paris (cash)
- Complaints or questions from tenants
- Liaison with other teams such as Income Management, Tenancy, Empty Homes, Home Ownership and Finance
- Administration of tenant household contents insurance
- Maintenance of housing stock records – additions, deletions, description
- Project work
- Anite rent cash reconciliation
- Supporting Transformation projects with financial modelling
- Grant claim checklist reviews pre S151 sign off
- RO and RA form completion
- General financial advice and guidance as required

b. **Human Resources (Ops)**

i) Operational HR

- Implementation of HR Policies and provision of advice and guidance to ensure compliance
- Project definition, scope and management of H R improvement
- H R advice, guidance and support on complex workforce issues
- Provision of management information (dashboards, reports, statistical information) to enable more effective business decisions
- Management of the Councils employees through adherence and compliance with legislation and statutory guidance
- Minimise the risk of employee reputational damage to the Council
- Inspiring and enabling a self service culture to underpin new ways of working
- Enabling the Council to achieve a productive and motivated workforce

ii) Recruitment and resourcing issues:

- Advising and supporting managers with complex recruitment campaigns
- Apprenticeships
- Senior management recruitment
- Strengthening the Councils safeguarding obligation eg. Disclosure and Barring project
- Management of performance development through performance development review, competencies, objectives and development opportunities
- Redeployment co-ordination
- Procurement and contract management eg. agency worker provider (Beeline), occupational health (Medigold), employee assistance programme (Validium), recruitment advertising (Penna)
- Use of HR management information to inform future workforce development
- Developing the organisation (OD Strategy) resulting in a business focused, future proofed workforce
- Develop plans for business continuity, manpower and succession planning

iii) Employee relations issues :

- Well being and sickness absence management
- Disciplinarys
 - Grievances
 - Capability
 - Performance management
- Restructures/reorganisations/realignments
- Compromise Agreements
- TUPE
- Job evaluation
- Trade union consultation
- Contract review including terms and conditions advice and guidance
- Reward advice and guidance
- Early retirement and flexible retirement
- Design, advice and guidance on hierarchy management
- Complex policy advice and guidance

iv) Workforce development issues:

- Providing advice and support to managers regarding learning and development issues
- OLM
- Commissioning providers/supporting managers to commission providers of learning and development solutions

- Coaching and mentoring schemes
- Corporate induction
- Training needs analysis
- Dashboard development
- Workforce information
- Delivery of blended learning to provide support to managers
- Design and delivery of E-learning
- Design, roll-out and embedding of bespoke HR toolkit and user guides
- Corporate Health performance management report for CMT
- FOI requests

c. **Procurement**

The role of Procurement is both strategic and operational, providing advice, guidance and support for both the lesser value and lower risk contracts whilst also leading on the higher risk, strategic and therefore typically high value opportunities.

The team supports but is not limited to:-

- issuing ITT's/OJEU notices
- ITT response evaluation,
- contract definition/specification
- developing terms and conditions
- contract management, monitor performance (KPI's)
- data gathering for renewals
- identifying contract renewals
- maintaining contracts register
- achieving best value/benchmarking
- collaboration with other parties
- updating the contract procedure rules
- supplier management in the purchase to pay process

d. **HRA Operational Finance**

i) Budget Setting

Prepare detailed plan and timetable for service area to comply with budget instructions and timetable issued by Corporate Finance Team. Ascertain service area policy objectives and instructions for the budget cycle. Work with cost centre managers to develop budgets and options for change, savings or growth. Review and finalise budget with Head of Service in collaboration with the Business Partner. Ensure HRA regulations are observed.

ii) Budget Monitoring

Support budget holders in preparation of their forecasts with guidance and advice, ensure relevant information is communicated to them, critically appraise and challenge their forecasts, discuss service area forecast with Head of Service. This applies to both revenue and capital budgets.

iii) Year end closure

Prepare detailed plan and timetable for service area to comply with year end close instructions and timetable issued by Corporate Finance Team. Provide guidance and support to budget managers relating to cut-off, accruals and prepayments. Ensure any "reconciliations" owned by the team are completed.

iv) Support to Head of Service, Business Partners and cost centre managers

Conduct modelling and analysis to support impact assessments of changes in legislation, policies or procedures. Evaluate policy options under consideration. Provide correct and consistent financial advice on the interpretation of financial frameworks, policies and legislation.

v) Service charge and rent calculation

Calculate tenants' service charges and rents during preparation of the annual budget. Calculate

leaseholder service charges twice annually (estimates, then actual).

vi) Project work

Provide professional financial support to strategic corporate projects

vii) Rent Accounts supervision

Monitor activity within the team to ensure that deliverables are being achieved according to timetables, including:

- Setting up the rents and service charges on tenants accounts
- Processing direct debits on tenants accounts (from taking the initial instruction, through calculation of the monthly charge for input to BACS, reconciling the amounts taken to the amounts expected and corresponding with tenants on DD).

Monitor operational issues affecting the team, offering advice or providing support through liaison with other management as necessary on issues including:

- IT processing or software issues
- Interfaces with other systems/departments such as Academy (benefits) or Paris (cash)
- Complaints or questions from tenants
- Liaison with other teams such as Income Management, Tenancy, Empty Homes, Home Ownership and Finance
- Administration of tenant household contents insurance
- Maintenance of housing stock records – additions, deletions, description
- Project work

3. **Customer Relationship Team** – Responsible for delivery of Continuous Improvement and Customer Service related to ISS customers & teams. This includes ensuring on-line training is accessible and available for all customers, providing management information via dashboards, reports and statistics, identifying key areas for improvement and change, working alongside the business to enhance the use of IT as well as identifying key areas of business for system and process efficiency They also manage effective communications for ISS internally. The team undertake improvement reviews of key cross-cutting system implementations on behalf of the service via the Customer Improvement Board.

- a. **Improvement Reviews**
- b. **Performance Management Info**
- c. **Issue Resolution**
- d. **Communications**
- e. **Relationship Management**
- f. **UPK Maintenance (functional maintenance by the relevant teams)**
- g. **Training**
- h. **Oracle I Business Needs & Analysis**
- i. **Change Control**
- j. **Customer Improvement Board Support**
- k. **Oracle Business Analysis**
- l. **Dashboard management and development**
- m. **Process and system improvement**
- n. **National Graduate Management Trainee programme**
- o. **Service planning**
- p. **Business continuity planning**
- q. **Customer surveys**

External customers

Transactional Services – Transactional services are largely focuses on internal customers, areas of specific external customers are identified below:

i) **Accounts Payable – Suppliers, Foster Carers, HM Revenue and Customs, External Audit, Schools and Academies.**

ii) **Accounts Receivable – Debtors, HM Revenue and Customs, External Audit, External Solicitors (charges on properties), Schools and Academies, Courts, other Local Authorities, PCTs, DWP (for the MR12, mortgages).**

iii) **Payroll - London Borough of Havering Schools, Academies, Union, Schools and colleges outside of the Borough, Teachers Pensions, Local Government Pensions, HM Revenue and Customs, Courts, CPA, and Charities. They have a choice as to whether they buy from ISS and Havering.**

iv) **Human Resources – iRec applicants**

v) **Pensions Administration - Scheduled and Admitted Bodies to the London Borough of Havering Pension Fund, they do not have a choice as the service is statutory, other pension fund administrators.**

Operational Teams – The Operational teams are largely focussed on internal customers. They have limited external relationships e.g. leading London wide procurement contracts, supporting joint working with the NHS. There are also the traditional relationships with external partners and stakeholders e.g. DCLG, London Boroughs Recruitment Partnership LBRP, Vine HR. Specific areas of external customers are identified below:

i) Procurement – Schools

ii) HRA Operational Finance – Tenants, Leaseholders

Customer Relationship Team – The Customer Relationship teams are largely focuses on ISS and internal customers. Specific areas of external customers are identified below:

i) Performance Management Info - Stat returns for Office of National Statistics, Schools workforce strategy for DfE, NMDS social care return, benchmarking with other shared services

ii) Relationship Management - Academies & Schools, Suppliers and iRec candidates

iii) National Graduate Management Trainee programme - Quest, Candidates

Internal customers

Internal customers are all Council services, they do not have a choice as to if the service is provided to them. The London Borough of Havering is a unitary authority and provides: Education, Housing, Planning applications, Strategic Planning, Transport Planning, Passenger Transport, Highways, Social Services, Libraries, Leisure and Recreation, Waste Collection, Waste Disposal, Environmental Health, Revenue collection and back office functions to support all the services.

The direct internal customers that ISS support are:

Corporate Finance

Heads of Service

Budget holders

Business Partners

All employees

Supervisors

Managers

Members

CMT

Leadership & governance boards

Project Boards

Internal audit

iRec internal applicants

Debt Management Board

MPs.

Councillors

Service name:	Legal and Democratic Services
Head of Service name:	Ian Burns
Service description:	

External customers
Former schools within the borough that have become Academies or Foundation Schools. Yes they are free to choose who is their provider.
Internal customers
<p>All Council departments</p> <p>Councillors (in their role as councillor or as Cabinet member of Committee Chairman)</p> <p>Corporate Management Team</p>

London Borough of Newham

Service name:	Human Resources
Head of Service name:	Beverley Williams/Jan Douglas
Service description: Provision of strategic, operational and transactional HR services, including Payroll	
<p><u>HR Shared Service and Advice Centre:</u></p> <p>Payroll Service and Employee Services Team:</p> <p><i>Payroll services for all council employees, schools, pensioners, members allowances and external payrolls.</i></p> <p><i>Management of Pensions administration contract with LPFA</i></p> <p><i>Transactional processing of variations to employment contract, maternity/paternity leave, sick pay entitlements</i></p> <p><i>Establishment Control, Payroll Control and reconciliation, RTI and AE, electronic leave records, Trent People Manager and Self Service support</i></p> <p>Shared Service and Advice Centre</p> <p><i>Recruitment processing, employee compliance (CRB's referencing, Right to work), agency worker contract management, provision of management information and analysis</i></p> <p><i>Advice team – telephone and intranet help desk</i></p> <p>HR Advice and Consultancy</p> <p><i>Strategic HR Business Partnering, transformational change, complex casework</i></p> <p><i>Operational HR casework support/advice including conduct, capability, grievance, appeals, redundancy, change implementation</i></p> <p><u>Strategic People Services:</u></p> <p>People, Projects & Participation</p> <p><i>People Management Policy and procedures</i></p> <p><i>Employee Relations – corporate machinery</i></p> <p><i>Occupational health – contract management</i></p> <p><i>Workforce Wellbeing and Reward</i></p> <p><i>Equalities in employment</i></p> <p><i>Strategic HR projects</i></p> <p><i>Staff Forum facilitation</i></p> <p>Talent</p> <p><i>Skills training, Youth Employment Scheme, Graduate Programme, Skills for Life/NVQ's, Redeployment</i></p> <p>Leadership & OD</p> <p><i>Performance Development Scheme</i></p> <p><i>Competencies and Behavioural Framework</i></p> <p><i>Management, Team and People Development</i></p> <p><i>Mediation Scheme</i></p> <p>Health & Safety</p> <p><i>Policy, Risk Assessments, H&S Cttee, Fire Safety, Accident investigation, Construction risk assessment, RIDDOR, HSE liaison for all council services</i></p>	
External customers	
<p>We currently provide services to:</p> <p>Active Newham (Leisure Trust) – Payroll and some HR services – they have a choice</p> <p>Newham Partnership Working – Payroll and some limited corporate HR services – they have a choice</p> <p>SRP – Payroll - Choice</p> <p>TGLP –Payroll -Choice</p>	

Carpenters TMO – Payroll - Choice
 NEWCO – Payroll and HR services – no choice currently
 NEWVIC – Occupational Health Service

Internal customers

Chief Executive
 Strategic Commissioning Directorate
 Operations Directorate
 Resources and Commercial Development Directorate
 Councillors

Service name:	Strategic Finance
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Head of Service name:	Deborah Hindson
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Service description:

Strategic Finance supports the authority's financial strategy in the delivery of a comprehensive range of financial management, accountancy and advice services across the council and lead on the delivery of financial research work, responding to both corporate and service requirements.

Strategic Finance is responsible for producing a variety of financial reports such as the Council's Annual Budget Report, the Council Tax Report, the Resolution to set Council Tax and the annual Budget Book and the annual Fees and Charges Report.

The team also ensures that the authority's Medium Term Financial Strategy provides the primary financial strategic planning document underpinning the priorities and corporate/service strategies of the Council.

Strategic Finance produces the Accountancy benchmarking return for CIPFA. This requires input from numerous sources within Finance all of which is pulled together centrally for inclusion.

Financial control (cash control): Daily cash management, bank reconciliation of the corporate bank accounts, banking services contract management, clear cash suspense and miscellaneous income and missing payment investigation, process card refunds, chargebacks, bank account administration, Cash in transit contract management, reconciliation of card control accounts, BACs recalls, process card refunds.

Treasury: Daily dealing and checking process, Risk management of £1bn fund, Monthly reconciliations, monitor market information, intelligence, production of statutory reports, maintain risk management process, monthly reports, Member and officer training, recovery of Icelandic Deposits, balance sheet review, update HRA Business Plan and GF treasury forecast, council cash flow forecast, balance sheet review, TM strategy, performance management monitoring, administer loans to Small business prog, NLI – Olympic stadium, PSRV, review alternative finance proposals, contract manage the treasury management contract, benchmarking and statutory returns, treasury accounts and disclosure notes in the Council's SOA.

Pensions: Manage the triennial valuation process, manage governance of the Newham Pension Fund £840m+ – supporting all aspects of the Investment and Accounts Committee (IAC). Contract management of 10 fund managers, Prepare the Pension Funds accounts and Annual report, respond to consultations: LGPS 2014, London CIV and one fund initiative, custodian review and management, FRS 17 co-ordination, arrange pension capitalisation calculations, manage admitted and scheduled body agreements, statistical returns

Ad-hoc: Financial appraisal of tenderers for council contracts

External customers

The service does provide support for the Council in discharging the accountable body role for Thames Gateway London Partnership (TGLP) – this organisation is current winding up.

The service provides accountancy support for the Royal Docks Trust and is currently developing a proposal to provide similar accountancy support to Newham Legacy Investments Limited,

The service has provided a member of staff at cost to ActiveNewham, the Council's chosen provider for its Leisure service.

Pension fund: Other employers in the scheme – they have no choice on the provision of this service, CLG on response to consultations and completion of CLG returns such as SF3.

Treasury: completion of various DCLG forms

Internal customers

The service provides the Strategic Financial lead for the Council .The interaction with other Council services is less than Business Partnering.

The service provides support for a number of the Council's major projects – see below – and as such has many customers throughout the Council

Projects identified so far include;

- Canning Town regeneration
- Carpenters regeneration
- Atherton
- ActiveNewham
- Newco
- Local Space
- Olympic Stadium
- Private Sector intervention vehicle
- Shared equity
- Recharging \ charging for support services
- Charging policy

Supporting the resilience agenda and externalisation of services, these include series of smaller projects:

- Language Shop
- Street Cleansing Pilot
- Estates Pilot
- Amber Parenting Assessment & Contact Centre
- Pest Control

The service provides the Finance input into these projects, including where required external financial advice – the service acts as the client for this function. (See section on outsourced services above)

Financial Control (cash control) – Schools, Council services – schools have an option on whether to use the service

Treasury – FLT, Audit Board and cabinet – no choice

Pension – Council services, FLT, fund membership and pensioners, IAC

Service name:	Business Systems
Head of Service name:	Geoff Connell
Service description:	
Portfolio Management and Service Systems	
This area looks after the relationship with the business via the Corporate projects list and includes a number of project managers running ICT projects along with the Support of Line of Business applications such as Carefirst and Rev's and Bens.	
Support Centre	
This is the single point of contact for all requests incidents and work requests which are logged, resolved or passed onto the other areas of ICT. The support Centre also has hardware field engineers and an ordering service for computer consumables and mobile phones.	
Unified Communications	
This area incorporates the Infrastructure team looking after the desktop software (upgrades, patches etc) and the server estate and various other ICT specific applications.	
Printing Services	
Provides print services for Newham and Havering... such as bulk printing, posting, posters etc	
Information Governance and Corporate Systems	

This area supports the corporate systems such as FMS, Trent etc. Along with the Information governance and security management

External customers

- Active Newham (Leisure Centres) external through the Small Business project they use our infrastructure (network and access a number of council systems through this). They have a choice as to whether they use our services.
- Newham Partnership Working (NPW – schools support)). They access a number of council systems through the Remote access Portal (RAP). They have a choice as to whether to use our services or not.

Internal customers

The Whole Council uses and has access to the IT services with no choice whilst within the Council

Service name:	Business Improvement and Programme Management
Head of Service name:	Catherine Llewellyn
Service description: Business improvement and PMO	
<u>Business improvement</u>	
<u>End to end Service reviews</u>	
<ol style="list-style-type: none"> 1. Provide end to end service reviews and recommendations based on Lean, Systems thinking , BPR, ABC costing and other methodologies 2. To train service managers and staff with problem solving tools for them to produce and implement service improvement plans within their service 3. Resource modelling (based on structure of staff, costs, demand and capacity needed) 4. Analyse current service AS IS and provide a TO-BE model (savings proposals – workshops) 5. Support services once they have improved by embedding the continuous improvement culture through the training provided. 6. Project management (all reviews are treated as projects and rigor is applied to them) 7. Analysis of efficiency and quality frameworks and provide solutions to increase productivity 8. Removal of duplication of roles (wherever is not needed) 9. Complexity reduction – simplification of process (process review and redesign) 10. Reduction in errors (right first time) 11. Assessment of fit for purpose of ICT systems related to a service (processes and people) 12. Produce with services standard operating procedures 13. Information Centres and visual management techniques to improve performance. 	
<u>Rapid review events</u>	
<ol style="list-style-type: none"> 1. To undertake rapid review / improvement events to solve easy and small service problems that can have a big impact 2. Facilitating service workshops for managers and staff to come up with their own ideas of improvement and provide guidance as to how these will be implemented. 	
<u>ABC costing – demand/capacity analysis , identification of savings mechanisms</u>	
<ol style="list-style-type: none"> 1. Undertake full Rc ABC analysis of any service to understand the cost drivers, costs per unit and costs per transactions in order to work out savings mechanisms 2. For particular services ABC analysis and service review can provide a mechanism of income generation 3. ABC method is applied to service reviews to understand the “true “cost of a service which can then be managed in an easier way by the service and unnecessary expenses are identified in an easy manner 4. Provides support to the service on resource allocation in order to become more effective, increase productivity and achieve savings whilst Business as usual operations are not affected. 	
<u>PMO – this function will evolve</u>	

Basic support services:

5. Providing administrative support for project managers right the way through the project's life cycle - from initiation to close
6. Collating and facilitating the reporting of project status to senior management - through the setting up of automated ICT reporting processes i.e. Verto
7. Providing standards, methodologies and a set of PM tools - Management templates, user guides etc.
8. Managing project documentation (*including risk registers, schedules, incidents logs etc.*)
9. Promoting project management within the organisation and adherence to a standardised PPM approach

Advanced specialist services:

1. Coordinating plans between projects and monitoring resource use
2. Monitoring and reviewing project performance by conducting regular and ongoing quality assessment checks for all projects within the organisation
3. Implementing and operating the ICT project information system, providing training, support and guidance to all users
4. Ensuring continuous improvement of current Project and Programme management processes - updating/revision of current methodology, tools, guidance documentation, ICT system etc.
5. Quality monitoring and enforcement of standards, ensuring the information and data recorded for projects and programmes is sufficient and meets acceptable standards in order to validate project progression to the next gateway stage

Advisory services:

1. Developing competencies of personnel, including training and monitoring for project managers - thereby raising individual and departmental PPM maturity levels
2. Acting as a centre of excellence - providing advice and guidance to project and programme managers as well as senior managers involved in overseeing projects and programmes
3. Evaluating project manager's performance
4. Recruiting, selecting and or allocating project managers
5. Recording, analysing and disseminating lessons learned - ensuring that association

Strategic and governance services:

1. Identifying, selecting and prioritising new projects, including involvement in benefits management and business cases, contingencies etc.
2. Allocating resources between projects and programmes
3. Providing advice and recommendation to senior management
4. Quality assurance - conducting project health checks and post-project reviews
5. Establishing Gateway approval processes and monitoring compliance
6. Maintenance, support and administration of corporate ICT PPM system

External customers

None at this point in time, assuming that Romulus is approved there is a good chance that the service will evolve and will offer economics of scale which will allow offering services to other Local Authorities.

Internal customers

All Services that require business improvement and programme / project management support services.

Service name:	Property and Commercial Development
Head of Service name:	Zoe Power (Interim Head of Property)
Service description:	
The Property service provides leadership and direction to the strategic management of the Council's property portfolio so that it remains fit for purpose; is sustainable; and cost efficient. The service is responsible for the Council's operational and commercial estate and provides professional advice in respect of the housing and	

school estates.

Education Capital Strategy is responsible for the delivery of schools' building works, asset management, PFI management and the admissions process.

External customers

Schools:

- Can purchase mechanical / electrical / lifts support and advice if they wish from technical resources – majority currently do. Current SLA ends March 2014 – now considering whether or not to continue to provide any or all of these services as this may not be cost effective
- Choose to fund an element of support for repairs and maintenance etc from Dedicated Schools Budget;
- Commission Technical Resources and Capital Strategy teams to deliver capital projects (funded from capital)
- PFI Operational Contract management by LBN relating to schools is provided free of charge to schools. Schools are required to pay PFI Co costs as under the contract.

Internal customers

Technical Resources provides fee based services to Schools Capital Team/ FM / Housing – historically internal customers have been encouraged (but not mandated) to use technical resources.

FM provides services to all Council areas via its management of the operational estate. Internal customers are required to use this service.

Commercial Property provides fee based services to other service areas of the Council. Internal customers are encouraged, but not mandated to use this service. It also provides 'free' services in terms of valuation advice to Regeneration for example.

Service name:	Legal
Head of Service name:	Janet Fasan
Service description:	
<p>Support to front line services through legal advice and representation in relation to both contentious and non-contentious matters in respect of the whole range of the Council's functions. Advice and representation is provided across the following areas:</p> <ul style="list-style-type: none">• Employment tribunal claims made by service and past employees including pre-tribunal management.• The council's corporate functions including HR strategies and policies• Bringing claims for possession and defending actions brought (including disrepair) in respect of council owned commercial property, temporary accommodation and secure tenancies• Judicial review threats against unfavourable homelessness decisions including dealing with any resultant Judicial reviews or appeals• Reviews of housing decisions and appeals in relation to homelessness matters and assistance with drafting decision letters• General litigation matters including contract disputes, parking claims, FOI, legal comments on committee reports and general advice on process• Prosecutions in relation to the council's regulatory functions e.g. licensing (including property licensing), planning, food safety, underage sales, environmental pollution and fraud including housing benefit fraud and antisocial behaviour• Legal Services do not carry out the legal work associated with debt collection or insurance claims.	
External customers	
<p>Newham Partnership Working - an independent schools traded service.</p> <p>They do have a choice</p> <p>Triangle TMO</p> <p>No</p>	
Internal customers	

- Our customers are:
- Corporate centre
 - Community Infrastructure
 - Safety and Enforcement
 - Property
 - Planning

Service name:	Legal
Head of Service name:	Maria Uhlmann
Service description:	
Legal advice and support and conduct of all litigation regarding the entire safeguarding agenda – Adults & Children	
External customers	
None	
Internal customers	
Newham Council Adult Services and Newham Council Children & Young People Services including Education	

Service name:	Legal Services – Assets and Projects
Head of Service name:	Siobhan Fry
Service description: Assets and Projects	
Legal services in respect of Property, Projects and Planning	
External customers	
- Schools for contract and some property work	
Internal customers	
<ul style="list-style-type: none"> • Corporate centre • Strategic Regeneration Planning and Olympic Legacy – planning and regeneration • Environmental Services - highways • Business Systems Property and Commercial Development –conveyancing (residential and commercial) and project work • Community Infrastructure – residential conveyancing, regeneration work and housing scheme (rented vehicles) work, grant agreements • Community Infrastructure – Housing (Right to Buy and Residential conveyancing work), Regeneration work • Every Department of the Council – contract, project and procurement work as required (mainly where contracts are above a value of £250,000) • Procurement Team. 	

Service name:	Democratic Services Committees and Partnerships team
Head of Service name:	Angelina Leatherbarrow
Service description:	
Responsible for the day-to-day management of the Council's political decision making bodies, Including;	
<ul style="list-style-type: none"> • Supporting council meetings and the Executive decision making process including Mayoral 	

<p>Proceedings Cabinet meetings and the Forward Plan</p> <ul style="list-style-type: none"> • Quasi judicial bodies such as the Development Control Committee and Licensing Committee • Finance and Audit Board committees • Partnership bodies such as the Newham Partnership • Non-executive Member contribution to Council's Policy through Policy Forums • All Members contribution to local issues through the Influential Councillor Consultation meetings • To interpret the Council's Constitution and give advice to Members and officers • Administration of and advice on member's allowances and members' code of conduct • Administration and advice on Declaration of interests and gifts • To support Member development, induction, Member planning days and other one off projects • To facilitate Members at meetings including the provision of equipment and catering facilities • To develop and support the members Intranet site • To develop systems in the Unit • To ensure that members receive effective IT support from Computer Services • To develop and maintain the Members' library and other information support systems.
External customers
<p>Public –</p> <ul style="list-style-type: none"> ▪ Members of the public attending Public meetings, ▪ Viewing petitions ▪ Seeking information ▪ Responding to public enquiries ▪ Accessing Cllr information on line ▪ Administration of payments through Newham Peoples trust ▪ Applicants for licenses to sell alcohol, licensing agents and solicitors
Internal customers
<p>Members</p> <p>Through member support and administration of meetings as detailed below.</p> <p>Officers</p> <p>Through support of report submission and advising on Constitution/ policy as detailed below.</p>

Service name:	Scrutiny
Head of Service name:	Hafsha Ali
Service description:	
<p>Overview and Scrutiny is responsible for ensuring that local public services are delivered effectively, efficiently and in the best interests of residents. It plays an important role in making sure that the Council and partner organisations are transparent, accountable, and effective. Non-executive councillors undertake this role by:</p> <ul style="list-style-type: none"> • Holding the Mayor and partners to account by examining key decisions and actions to ensure that they being taken in the best interests of residents • Holding the Mayor and partners to account by examining the Mayor's spending and budget strategy to ensure that resources are used to achieve outcomes in the most efficient, effective, equitable and sustainable way • Holding the Mayor and partners to account by inviting them to declare, in public, their ambitions and commitments to improving outcomes for local people, and monitoring their achievements • Driving improvement by scrutinising strategic policy, strategy, delivery and performance of the Council and partners • Driving improvement by investigating issues of poor performance or concern to local people • Engaging and involving residents to ensure that decision-making is informed by the views and experiences of local people, and that they have a say in the decisions that affect them. <p>The Overview and Scrutiny Team is responsible for coordinating and supporting the effective delivery of this</p>	

work. The main activities of the team are to:

- Direct and manage the work of the Overview and Scrutiny Committee (OSC) and Commissions to ensure that Members are looking at the right things at the right time and asking the right questions for effective scrutiny. This includes:
 - Working with Members to develop, coordinate and manage scrutiny work programmes
 - Ongoing oversight and analysis of matters affecting residents in Newham and working with Members to ensure that they are picked up by scrutiny appropriately
 - Facilitating ongoing dialogue with Executive Members, lead officers and partners to maintain up to date awareness of decisions and matters affecting the remit of the Commission and working with them to ensure the effective scrutiny of them
 - Ensuring that recommendations are taken forward.
- Provide research, policy analysis and performance review required for the delivery of work programmes. This is required for the delivery of a programme of in-depth reviews for each of the Commissions and breadth of issues that are examined by the Commissions and Committee at each of their meetings.
- Manage the day to day running of the OSC, Budget Working Party, Residents Housing Scrutiny Group, four Commissions and regional Joint Health and Overview and Scrutiny Committee. This includes:
 - Coordinating, preparing for and managing monthly meetings
 - Attending meetings and ensuring minutes of the meeting are accurate, well written and produced and published within 5 working days
 - Ensuring members are well briefed in a timely manner and provided with the information and support to undertake their roles effectively
 - Ensuring officers and partners invited to meetings understand the role of scrutiny and provided with the appropriate support and information to participate effectively.
- Ensure Members have adequate support and skills to perform their scrutiny role effectively. This includes:
 - Training and development for Members to undertake their role effectively and deliver on the priorities of the Commission/Committee is assessed and training programme coordinated and delivered
 - Relevant information and analysis is provided to Members in the form of briefings and other appropriate means on a regular basis
 - Meetings are carefully structured and information provided in a way that enables Members to contribute most effectively.
- To engage and involve residents ensuring public services are shaped by the views, experiences and needs of local people, and that they have a say in the decisions that affect their lives. This includes engaging community organisations and identifying opportunities for Members to hear from local people in the most appropriate way.

External customers

Scrutiny is a statutory service responsible for ensuring that decisions are being taken in the best interests of residents and that public bodies are effective. It has the power to scrutinise any local body on behalf of residents.

Overview and scrutiny has wide-ranging powers. Local government scrutiny was formally introduced in the Local Government Act 2000. Since 2000, there has been a slew of Acts, often accompanied by secondary legislation (in the form of statutory instruments, or SIs) which have gradually increased the powers of overview and scrutiny. The Localism Act 2011 has sought to consolidate a significant amount of these provisions, which are still formally located in the 2000 Act.

Scrutiny has the power to scrutinise and make recommendations on any “matters which affect the authority’s area or the inhabitants of that area”. Scrutiny also has specific powers, which require health bodies and community safety partnerships to engage with scrutiny.

The ultimate customers of scrutiny are local residents. Other external stakeholders/customers are the bodies subject to scrutiny, which include those responsible for health and social care, crime, regeneration, transport, housing, education and children services.

Internal customers

Internal customers of scrutiny are

- 1) Councillors who are supported to deliver scrutiny
- 2) All internal services subject to scrutiny

Service name:	Electoral Services
Head of Service name:	Paul Libreri
Service description:	
<ul style="list-style-type: none">• Organises the annual electoral canvass and publishes revised register annually• Send and processes applications to register January to September of each year• Send and processes applications to vote by post and Proxy• Send and process applications to vote as an overseas elector• Send and process applications to vote as a service elector• Maintains the electoral property database• Supply of electoral registers to those entitled to receive them• Organises and conducts borough, Mayoral, GLA and national elections and referenda in Newham.	
External customers	
<ul style="list-style-type: none">• Political Parties• Members of Parliament• London Assembly Members• The Mayor of London• Members of the European Parliament• Election Candidates and Agents• The Electoral Commission• Registered Credit Reference Agencies• Newham residents• Overseas electors• Service electors	
Internal customers	
<ul style="list-style-type: none">• Councillors• The Mayor	