



Havering

LONDON BOROUGH

OVERVIEW & SCRUTINY BOARD AGENDA

7.00 pm

**Wednesday
6 December 2017**

**Havering Town Hall,
Main Road, Romford**

Members 16: Quorum 5

COUNCILLORS:

**Conservative
(7)**

John Crowder
Steven Kelly
Robby Misir
Dilip Patel
Viddy Persaud (Vice-Chair)
Linda Trew
Michael White

**Residents'
(3)**

Barbara Matthews
Ray Morgon
Barry Mugglestone

**East Havering
Residents'(2)**

Gillian Ford (Chairman)
Darren Wise

**UKIP
(2)**

Ian de Wulverton
Lawrence Webb

**IRG
(1)**

Graham Williamson

**Labour
(1)**

Keith Darvill

For information about the meeting please contact:

**Richard Cursons 01708 432430
richard.cursons@oneSource.co.uk**

Protocol for members of the public wishing to report on meetings of the London Borough of Havering

Members of the public are entitled to report on meetings of Council, Committees and Cabinet, except in circumstances where the public have been excluded as permitted by law.

Reporting means:-

- filming, photographing or making an audio recording of the proceedings of the meeting;
- using any other means for enabling persons not present to see or hear proceedings at a meeting as it takes place or later; or
- reporting or providing commentary on proceedings at a meeting, orally or in writing, so that the report or commentary is available as the meeting takes place or later if the person is not present.

Anyone present at a meeting as it takes place is not permitted to carry out an oral commentary or report. This is to prevent the business of the meeting being disrupted.

Anyone attending a meeting is asked to advise Democratic Services staff on 01708 433076 that they wish to report on the meeting and how they wish to do so. This is to enable employees to guide anyone choosing to report on proceedings to an appropriate place from which to be able to report effectively.

Members of the public are asked to remain seated throughout the meeting as standing up and walking around could distract from the business in hand.

OVERVIEW AND SCRUTINY BOARD

Under the Localism Act 2011 (s. 9F) each local authority is required by law to establish an overview and scrutiny function to support and scrutinise the Council's executive arrangements.

The Overview and Scrutiny Board acts as a vehicle by which the effectiveness of scrutiny is monitored and where work undertaken by themed sub-committees can be coordinated to avoid duplication and to ensure that areas of priority are being reviewed. The Board also scrutinises general management matters relating to the Council and further details are given in the terms of reference below. The Overview and Scrutiny Board has oversight of performance information submitted to the Council's executive and also leads on scrutiny of the Council budget and associated information. All requisitions or 'call-ins' of executive decisions are dealt with by the Board.

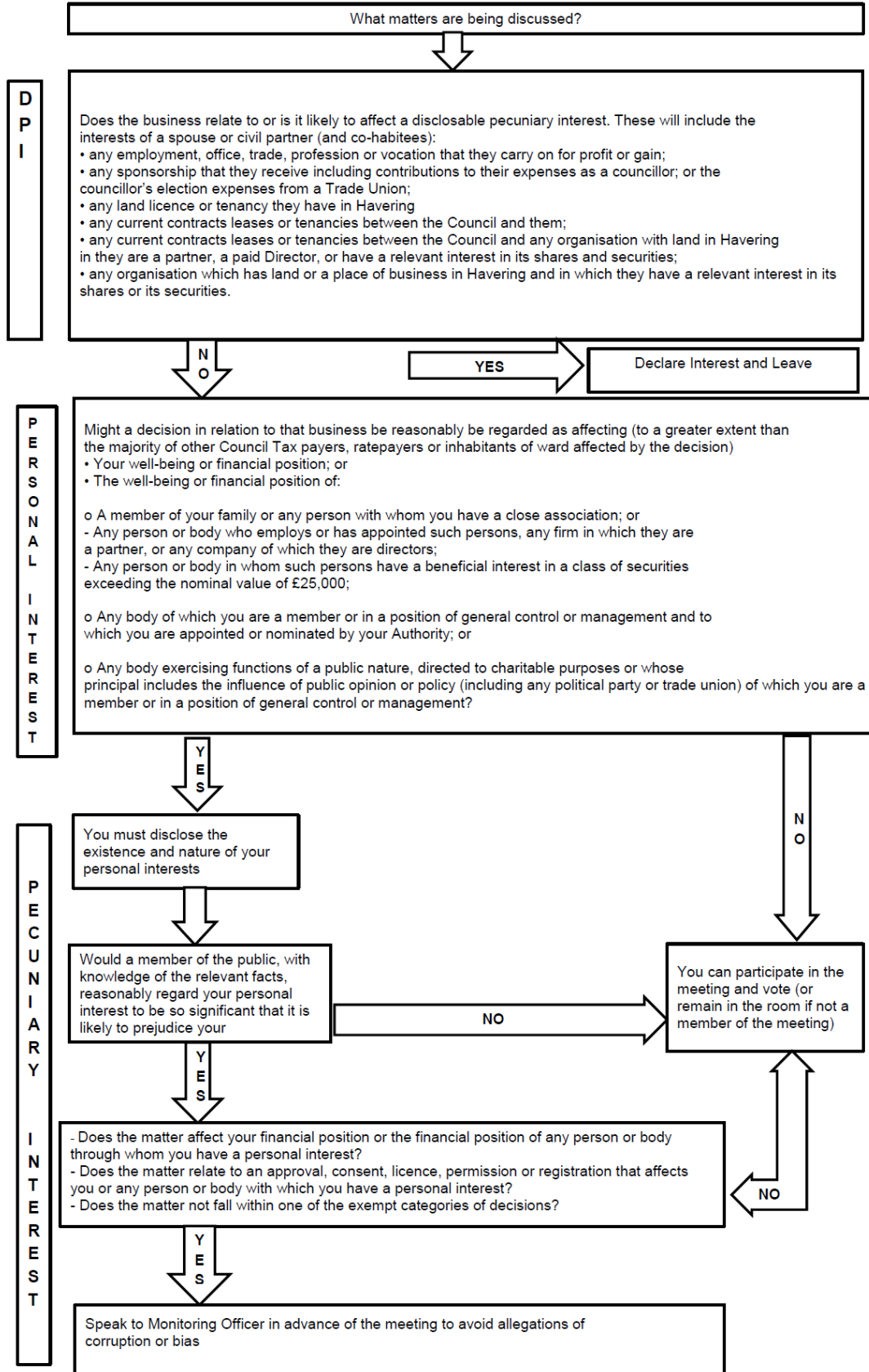
The Board is politically balanced and includes among its membership the Chairmen of the six themed Overview and Scrutiny Sub-Committees.

Terms of Reference:

The areas scrutinised by the Board are:

- Strategy and commissioning
- Partnerships with Business
- Customer access
- E-government and ICT
- Finance (although each committee is responsible for budget processes that affect its area of oversight)
- Human resources
- Asset Management
- Property resources
- Facilities Management
- Communications
- Democratic Services
- Social inclusion
- Councillor Call for Action
-

DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF



AGENDA ITEMS

1 CHAIRMAN'S ANNOUNCEMENTS

The Chairman will announce details of the arrangements in case of fire or other events that might require the meeting room or building's evacuation.

2 APOLOGIES FOR ABSENCE AND ANNOUNCEMENT OF SUBSTITUTE MEMBERS

(if any) - receive.

3 DISCLOSURE OF INTERESTS

Members are invited to disclose any interest in any of the items on the agenda at this point of the meeting.

Members may still disclose any interest in an item at any time prior to the consideration of the matter.

4 MINUTES (Pages 1 - 16)

To approve as a correct record the minutes of the meetings of the Board held on 12 September and 14 November 2017 and to authorise the Chairman to sign them.

5 QUARTER 2 OVERVIEW AND SCRUTINY BOARD PERFORMANCE REPORT (2017/18) (Pages 17 - 28)

6 SICKNESS ABSENCE (Pages 29 - 32)

7 PROPERTY SERVICES (Pages 33 - 34)

8 FACILITIES MANAGEMENT (Pages 35 - 50)

9 OVERVIEW AND SCRUTINY SUB COMMITTEE/TOPIC GROUP UPDATES (Pages 51 - 52)

10 URGENT BUSINESS

To consider any other item in respect of which the Chairman is of the opinion, by reason of special circumstances which will be specified in the minutes, that the item should be considered at the meeting as a matter of urgency

Andrew Beesley
Head of Democratic Services

**MINUTES OF A MEETING OF THE
OVERVIEW & SCRUTINY BOARD
Havering Town Hall, Main Road, Romford
12 September 2017 (7.00 - 9.30 pm)**

Present:

COUNCILLORS

Conservative Group	Robby Misir, Dilip Patel and Viddy Persaud (Vice-Chair)
Residents' Group	Barbara Matthews, Ray Morgon and Barry Mugglestone
East Havering Residents' Group'	Gillian Ford (Chairman) and Darren Wise
UKIP Group	Ian de Wulverton and Lawrence Webb
Independent Residents' Group	Graham Williamson
Labour Group	Keith Darvill

Apologies were received for the absence of Councillors John Crowder, Steven Kelly, Linda Trew and Michael White.

All decisions were taken with no votes against.

The Chairman reminded Members of the action to be taken in an emergency.

26 MINUTES

The minutes of the meetings held on 3 May and 24 May 2017 were agreed as correct records and signed by the Chairman.

27 VOLUNTARY SECTOR STRATEGY REFRESH

The report before Members detailed progress in implementing the Voluntary Sector Strategy 2015-18.

The report set out updates to the six key themes which were as follows:

Strengthening joint working arrangements between the Council and the sector

The Havering Compact was going from strength to strength and was now eighteen months old following its relaunch in November 2015. The Compact operated through an independently chaired managing steering group.

In October 2016, a pilot “health check” was sent out by the Council to 45 voluntary and community sector organisations working in Havering, in order to ascertain how best the Council could help and support the sector. Based on the results of this survey, several initiatives had been introduced.

As the Council had created links and built relationships with more voluntary and community groups operating in the borough, this year’s health check had been extended to around 150 local voluntary and community sector organisations and results were being evaluated at the current time.

Improving communications and access to information

The Compact e-bulletin continued to promote external funding opportunities, training and support services and good news stories of joint working / funding bids to share across the sector. Subscriptions currently sat at 1,804.

The Active Living e-bulletin also continued to be circulated monthly and was aimed at the 50+ audience in Havering. The purpose of the bulletin was to promote activities, events and opportunities to combat social isolation, encourage physical and mental health and wellbeing, and increase volunteering amongst older residents. The readership figure was just under six thousand

Between January and May 2017, the Voluntary and Community section of the Council’s website received 4,772 visitors, 3,258 of whom were unique visitors. The most popular section of the VCS website was the volunteering section, with 1,800 visitors in 5 months.

Increasing volunteering

The Havering Volunteer Strategy 2016-2021 had been agreed by the Cabinet in December 2016. The Strategy set out five target outcomes and five objectives.

The 2016/17 financial year was the first full year of operation for the Havering Volunteer Centre (HVC), having (with the support of the Council) become the first Volunteer centre to open in London for six years.

The report included a summary of volunteer hours submitted to the HVC by various public, voluntary and community organisations across the borough.

Officers advised that they would be carrying out a community benefit assessment to assess the value of volunteers to the Council.

In response to a question relating to the recruitment of younger volunteers, officers replied that there were currently strong levels of support from the elderly and uniformed groups however the Council needed to be more active in promoting the wide range of opportunities to other groups possibly including visits to schools.

Commissioning processes and market positioning

During the last year, the Council's Voluntary Sector Steering Group had agreed a standard approach to grant monitoring to be used by all services grant aiding voluntary and community sector organisations with £5,000 or more. This was designed to improve the consistency and robustness of monitoring, whilst not being disproportionately onerous for voluntary sector organisations.

Monitoring procedures in respect of the Council's largest funding agreements with the voluntary sector have been strengthened. Quarterly meetings now take place with all grant funded organisations and performance is evaluated against Key Performance Indicators and reported to both the Voluntary Sector Steering Group and the Lead Member.

Access to learning and development opportunities

Procurement training for voluntary and community sector organisations took place throughout the last financial year. In total, approximately 30 voluntary and community sector organisations were given advice by the Council's procurement and commissioning units. The training was evaluated by participants, for the most part, to be excellent.

The strategy and action plan had been updated for 2017/18 to reflect progress made to date; the Council's new corporate vision and Corporate Plan, and its plans and priorities for the future. The refreshed strategy and action plan were attached as Appendix 1 and the Equality Impact Assessment as Appendix 2 to the report.

Members **Noted** the progress made to date and endorsed the proposed updates to the Voluntary Sector Strategy 2015-18.

28 QUARTER 1 OVERVIEW & SCRUTINY BOARD PERFORMANCE REPORT 2017/18

The report before Members set out Quarter 1 performance reporting as requested by the Overview & Scrutiny Sub-Committees.

For 2017/18, the Board had previously decided to scrutinise a selection of more operational performance indicators, determined by the six overview and scrutiny Sub-Committees. To this end, each of the Sub-Committees were tasked by the Overview and Scrutiny Board (at its meeting in May) with identifying two to three performance indicators they wished to track

over the course of the year. The report provided an overview of how the Council was performing in relation to each of the indicators selected by the six Sub-Committees, with greater detail being provided within each of the Sub-Committee reports.

Members noted that Children and Learning Overview and Scrutiny Sub-Committee had felt unable to identify the three highest priority performance indicators currently within its remit, feeling that they are all of equal importance. The Sub-Committee had therefore asked that the matter be referred to the Overview and Scrutiny Board for decision.

During the debate members agreed that the following three indicators continue to be monitored by the Sub-Committee:

Total number of in-house foster carers.

Percentage of looked after children placed in the Council's foster care.

Percentage of young people leaving care who are in education, employment or training at ages 18-21.

During the debate members questioned why the number of complaints relating to housing repairs completed within target had fallen significantly in quarter 1

Officers advised that the team that dealt with the complaints had been down 1 post (25%) during most of quarter 1 also during the same period the Grenfell Tower fire had taken place and the same team that dealt with complaints also dealt with freedom of information (FOI) requests, Member enquiries and MP enquiries and what had taken place at Grenfell Tower had generated a significant increase to their workload.

Members noted that officers were also looking at improving efficiencies around the repairs service. Part of these efficiencies would be complaints officers working more closely with contractor's complaints officers.

Members commented that there needed a clearer distinction as to what was considered a service request and what was considered a complaint. It was agreed that a more in-depth breakdown of complaints should be presented to the Towns & Communities Sub-Committee.

Several members commented that Member's enquiries were not being dealt with within the agreed timescale and that resident's service requests and complaints, if handled outside the official complaints procedure, were not monitored or dealt with in a timely manner.

Members also commented that they had concerns that when officers left the employment of the Council issues were not being passed onto other officers to deal with and resolve, which lead to residents then, contacting their ward Councillors for assistance.

Members also commented about the significant drop in police response times and questioned whether the decrease was linked to the new tri-borough arrangement.

Officers advised that all calls for the three boroughs had been put through using one channel but it had now been decided to revert back to the original three channels that would serve individual boroughs.

Officers also advised that a number of officers had been abstracted out of the boroughs to assist in dealing with investigations following the terrorist events that had taken place in London. The abstractions had led to a backlog of work and officers were coming onto shifts and having to deal with the work of the previous shift. A dedicated team had now been put in place to clear the backlogs.

Members also sought clarification as to whether the Council's emergency response team telephone operators had been outsourced to another part of the country. There had been incidents of members and residents phoning the emergency number and the operatives having little or no knowledge of the area of Havering. Officers undertook to investigate and report back.

The Board **Reviewed** the performance set out in Appendix 1 and the corrective action that was being taken, and **Determined** which of the performance indicators currently tracked by the Children and Learning Overview & Scrutiny Sub-Committee it wished the Sub-Committee to continue monitoring going forward.

29 **PARTNERSHIPS WITH BUSINESS UPDATE**

The report before Members provided an update on the recent and planned activity of the Council's approach to developing partnerships with business, which was led by the new Development Service.

Members noted that there would be a refresh of the Economic Development Strategy to achieve clarity as to where the Council's focus should be on economic development.

Business development

Business development fell under the new Development Directorate. There was a small team focused to deliver a number of activities that aimed to encourage investment, private sector job growth, enterprise and enhance the borough's competitiveness. The majority of project activity supported delivery of the Opportunities theme of the Havering Vision and 2017/18 Corporate Plan.

Support to small businesses

The borough currently had just over 9,000 businesses, of which, 92% were micro-sized businesses with up to 9 employees.

In terms of economic performance, the direction of travel for Havering was strong. In May 2017, Havering was rated top of the London boroughs for its business survival rate and also came top specifically for having the highest survival rate for technology businesses.

In terms of business partnerships and engagement, the Council's Business Voice Board of 22 local businesses met quarterly and was chaired by one of the Council's largest employers, Neopost. The aim of the Board was to enable the Council to work in partnership with the businesses to help shape support provided and create the conditions that would generate economic and job growth.

Members noted that the Deputy Cabinet Member for Environment, Regulatory Services and Community Safety sat on the Chamber of Commerce Executive which met on a monthly basis.

Significant investment was also taking place to facilitate and enable the development of business-led partnerships across the Council's seven town centres. The Council was working closely with the Romford Town Management Partnership (RTMP) to develop a Romford BID (Business Improvement District) proposal and deliver a ballot campaign.

A Hornchurch Town Team had been established and was currently holding workshops to develop its own town brand and marketing campaign to encourage a higher footfall in the town, as well as digital connectivity support, to help businesses to market themselves and trade online.

Consumer and business consultation exercises had recently been completed in Elm Park, Upminster, Harold Hill and the Council was awaiting the research results in order to determine specific needs in each area. Collier Row and Rainham consultation exercises had both commenced and will continue until October.

The Council received recognition for its wide range of support to develop the micro and small business community in March 2017 by being Highly Commended for the award of Best All Round Small Business Friendly Borough at the Local London Small Business Friendly Awards.

Links with business rates

There were approximately 6,000 properties in Havering that were liable for National Non-Domestic Rates (NNDR) and the underlying value of these properties were normally re-assessed every 5 years.

The 2017 Business Rates revaluation came into effect on 1 April and the majority of Havering businesses had experienced an increase.

In the March 2017 Budget, the Chancellor announced £300m to support those business most adversely affected by the recent revaluation of commercial properties. Havering would receive total funding of £1.69m over a 4 year period.

Attracting large businesses

There were currently only 20 businesses with more than 250 employees across Havering. This equated to 0.2% of the Havering business profile and was slightly lower than the London figure of 0.4%.

As a result, an increased focus was now being taken to attract large businesses to relocate to the borough and a new Corporate Performance Indicator had been introduced for 2017/18 to reflect this.

The Development Service Plan outlined a number of actions, including developing a clear and ambitious Inward Investment offer for Havering, with a delivery plan for attracting enquiries and conversion.

Officers advised that the Council continued to present to commercial property agents and the Council was keen to find out from the agents what it needed to do to attract larger businesses.

Market management and support with diversification

In terms of operational performance, since May 2017, there had been a 3.5% increase in licenced traders (from 70 to 75), 21 additional casual traders (totalling 48 new casual traders this year to date) and 10 new casual catering traders, which had improved the food offer and provided a more varied range. The aim was to continue this upward trend, culminating in a market which felt vibrant and busy, with an improved choice of quality products.

In terms of diversification, although the physical transformation project, the Market House, became cost prohibitive, it was stressed that the principle activities of the Romford Market Transformation Programme, as set out in the November 2015 Cabinet Report, remained and alternative proposals were being developed.

In August 2017, a proposal was submitted to Historic England to designate Romford as a Heritage Action Zone. If successful, it would enable increased investment, particularly in the public realm and build the capacity of local people and visitors to understand and engage with local heritage.

During the debate Members commented on several issues including:

Concerns regarding the closure of banks and post offices in town centres and the effect it had on businesses left in the area.

Members also had concerns about Romford town centre and the fact that there were two large retail units vacant within the town centre.

In response officers advised that most town centres were struggling due to the impact of internet shopping and Romford town centre was actually quite vibrant compared to some areas.

Concerns were raised about the impact the proposed Lidl store in Hornchurch would have on existing smaller businesses in the town centre. Officers agreed to forward Members concerns to the Town Centre Manager.

Members noted that Councillors Frost and Patel met on a monthly basis with small businesses/shopkeepers in the Collier Row area.

There was general agreement that wider consultation of all Members take place regarding any development of town centres as all Members had constituents that shopped in various parts of the borough.

Members reviewed the report and **noted** the progress.

30 **OVERVIEW AND SCRUTINY SUB COMMITTEE/TOPIC GROUP UPDATES**

The report before Members invited Overview & Scrutiny Sub-Committee Chairmen to verbally update Board members on the current work of their Sub-Committees and associated topic groups.

Crime & Disorder Overview & Scrutiny Sub-Committee

The topic groups were continuing to look at mental health issues relating to prisoners being released from prison and unlawful traveller incursions.

The Board requested that the Sub-Committee look at the Community Safety Plan. The Chairman undertook to arrange for the Sub-Committee to scrutinise the Community Safety Plan.

Towns & Communities Overview & Scrutiny Sub-Committee

The Chairman advised that the discontinued project for the Market House in the Market Place had cost the Council £228,000 in consultancy and associated fees. Another project was planned for the market and the Sub-Committee had asked for a detailed business plan detailing costs and what benefits financially it would bring to the market. The Sub-Committee also

had concerns that Romford had an above average number of vacant shops. The topic group looking at housing repairs was due to begin in October. The topic group would focus on the disparity between what the Council was being charged for works and what repairs were being received.

Health Overview & Scrutiny Sub-Committee

The Vice-Chairman advised that the Sub-Committee had approved the joint topic group report on delayed referrals to treatment. This had proven to be a good example of joint working with Healthwatch Havering. Went through responses received to report this week and discussed with chief operating officer, BHRUT.

Members had received Healthwatch reports on Queen's Hospital in-patient meals and NELFT street triage service.

The Sub-Committee had received an update on the East London Health and Care Partnership covering services across the whole of North and East London.

Members had also scrutinised with the Director of Public Health the public health budget and how this was spent.

Following the Last meeting of the Board, Members had Selected performance indicators for scrutiny covering childhood obesity, public satisfaction with primary care and delayed transfers of care.

Sub-Committee Members (Cllrs White, Patel and Dodin) had attended the first JHOSC meeting of municipal year. This had covered safety of BHRUT services and plans by NELFT to improve their CQC rating.

Children & Learning Overview & Scrutiny Sub-Committee

The Chairman advised that the Sub-Committee had received the annual report of Healthwatch Havering.

Members had received a presentation on child protection looking at vulnerable victim and serious crime.

The Sub-Committee had also been given an update on the School Expansion Plan. The plan detailed that 3,500 places were being created across 21 primary schools.

Members had also been discussing trading services, due to academisation school improvements were falling due to cuts in funding cuts from local authorities.

Environment Overview & Scrutiny Sub-Committee

The Chairman advised that the Sub-Committee had received a presentation on parks and open spaces.

Members had also received a presentation on Food and Feed Service and Plan 2017/18.

Chairman

**MINUTES OF A MEETING OF THE
OVERVIEW & SCRUTINY BOARD
Committee Room 3A - Town Hall
14 November 2017 (6.00pm - 7.10pm)**

Present:

COUNCILLORS

Conservative Group John Crowder, Robby Misir, Viddy Persaud (Vice-Chair), +Carol Smith, +Frederick Thompson, Linda Trew and Michael White

Residents' Group Barbara Matthews, Ray Morgon and Barry Mugglestone

East Havering Residents' Group' Gillian Ford (Chairman)

UKIP Group Ian de Wulverton and Lawrence Webb

Independent Residents' Group Graham Williamson

Labour Group

Apologies were received for the absence of Councillors Keith Darvill and Darren Wise.

+Substitute members Councillor Frederick Thompson (for Steven Kelly) and Councillor Carol Smith (for Dilip Patel).

Councillors Roger Ramsey, Phil Martin and David Durant were also present.

All decisions were taken with no votes against.

The Chairman reminded Members of the action to be taken in an emergency.

31 CALL-IN OF A NON KEY DECISION REGARDING THE MAYOR'S DRAFT TRANSPORT STRATEGY - LONDON BOROUGH OF HAVERING RESPONSE

The report before Members detailed the call-in of a Non-Key Executive Decision relating to the Council's response to the Mayor's Draft Transport Strategy.

A requisition signed by Councillors Ray Morgon and Graham Williamson had called-in the Non-Key Executive Decision (68/17) dated 26 October 2017.

The reasons for the requisition were as follows:

“This was due to a failure to specifically highlight and raise concern at the Mayor’s proposed car-free and lite (new) developments for all of London, including suburban boroughs such as Havering and a call for the Mayor to push forward with work on the suggested Belvedere-Rainham crossing which would fatally undermine the well-being of the new Beam Park Development.”

During the debate Members asked for and received several points of clarification which were provided by the Leader of the Council, the Council’s Director of Neighbourhoods and the Council’s Transport Planning Team Leader.

Firstly Members looked at the Mayor’s proposed car-free and lite new developments for all of London.

The general feeling from Members was that as an outer London borough Havering did not benefit from the higher levels of infrastructure that inner London boroughs did and had concerns regarding the proposals that future development in the borough would be considered with reduced or no parking provision.

Members advised that the parking provisions that had been included in Havering’s Local Plan were being maintained in the London Plan and that the information in the Mayor’s Draft Transport Strategy appeared to contradict this.

The Leader of the Council/Director of Neighbourhoods commented that Havering’s response should focus on those matters that are of most relevance/concern to Havering. The recommended response reflected this approach.

The key point was that whilst the draft Mayor’s Transport Strategy (MTS) highlighted the importance of transport in the section ‘New Homes and Jobs’, this was not adequately reflected in the document as far as Havering was involved. As drafted, it was a major concern that the MTS did not include Mayoral commitments to the provision of strategic transport infrastructure to support the growth envisaged in Havering during the next 15 years as set out in the Council’s ‘Vision’ and its strategies especially the Havering Local Plan.

Members were aware that Havering’s new Local Plan was clear that timely and appropriate infrastructure provision should underpin the development identified over the plan period. The section of the Local Plan dealing with ‘Connections’ identified a number of key strategic transport interventions

which would support the delivery of the homes and jobs in the Plan. These include improved north-south connections, remodelling Gallows Corner and looking at scope to make changes to Romford's Ring Road. The MTS would only be consistent with the Mayor's approach to planning for and accommodating 'good growth', if the MTS identified these.

The Council had highlighted these improvements with the Mayor (and his Deputies) already in several discussions and meetings. From the responses, the expectation was that these would be reflected in the MTS. Officers considered that in the Council's response, the Mayor should be asked to reconsider the approach in the MTS to ensure that this was addressed.

The MTS claimed to take a spatial approach to transport and planning in that it said that the differences between Central, Inner and Outer London were noted and recognised with specific policies and proposals. Officers considered, however, that in practice, it failed to deliver on this and the specific circumstances of Outer London (including Havering) were not addressed realistically nor satisfactorily.

Members were advised that In July 2015, a new partnership called *Local London* was formed by six Local Authorities (Barking and Dagenham, Enfield, Havering, Newham, Redbridge and Waltham Forest) designed to give North East London more strength in negotiations over funding and powers.

Local London had prepared a position statement on the draft MTS and Havering had been fully involved as this had been developed. The position statement covered Havering's key strategic transport objectives. The statement had also provided another opportunity to raise relevant issues directly with the Mayor.

Having regard to the above comments, it was recommended that Havering's response should primarily focus on the need for the Mayor to reconsider his strategy so as to better reflect a commitment to identifying the infrastructure that would support Havering's growth.

Members were advised that the recommended response reflected advice and comments received as a result of discussions held with senior TfL staff who had recently met with senior Havering officers and the Leader of the Council. The recommended response also reflected comments made by Deputy Mayor for Transport Valerie Shawcross that Havering's response should give prominence to key strategic transport objectives.

Members noted that discussions between senior officers and senior TfL staff would be ongoing as they created stepping stones in recognising Havering's needs and would benefit holistic place shaping and the critical need for relevant infrastructure.

Secondly Members looked at the proposed river crossing from Rainham to Belvedere.

Officers advised that in recent years there had been a number of consultations undertaken by TfL on proposed further east London river crossings specifically in 2012, 2013, 2014, and most recently in 2016.

Havering had consistently supported the principle of additional river crossings in east London in order to support the significant numbers of jobs and homes planned for east London over the next 15/20 years.

The MTS showed that there was continued support for the Silvertown Tunnel. However the Mayor would only give consideration to further east London river crossings following delivery of the Silvertown Tunnel and the Lower Thames Crossing.

The Council had consistently argued that TfL should undertake further feasibility work as a priority to avoid very undesirable uncertainty and blight on the future of the important regeneration sites in the areas adjoining a Belvedere- Rainham crossing and its facilities as well as the ongoing activities of existing facilities such as CEME and existing businesses. The Council had also said that this work should include detailed appraisals of the potential impact of a crossing on the land holdings and potential development areas being promoted by the GLA and Havering.

Havering had also consistently stressed that any crossing between Rainham and Belvedere should be a local facility and that Havering would need to be satisfied that the operation and management of the crossing would be able to restrict its use to only local traffic. Highways England were currently progressing a new Lower Thames Crossing which would provide a further link across the River Thames between a new junction on the M25 in Havering (between junctions 29 and 30) and the A2 in Kent and the Council had argued that this crossing would be more appropriate for strategic traffic.

The Havering proposed response to the MTS requested that the Mayor included a commitment within his strategy to undertake detailed feasibility work to look into the scope of a river crossing between Belvedere and Rainham. The Council would expect the detailed feasibility work to address the issues that Havering had raised in its earlier consultation responses. At this stage the Council was asking for the Mayor to undertake feasibility work rather than specifically commit to delivering a crossing at this location.

As a host borough the Council would be involved in any feasibility work that was carried out and would have an opportunity to review any assessments that were undertaken. Havering would inevitably ask that this work considered the wider impact it would have on the surrounding areas including the Rainham and Beam Park Housing Zone. A view would be taken by the Council following this as to whether or not to formally support an additional crossing between Belvedere and Rainham.

As was currently the case with the Lower Thames Crossing, officers would keep Ward Councillors regularly updated as the project developed and make them aware of any feasibility work that was carried out.

Following the debate, the two requisitioners withdrew the call-in and it was **RESOLVED** that the matter be dismissed.

Chairman

This page is intentionally left blank

Overview and Scrutiny Board

Subject Heading:	Quarter 2 Overview and Scrutiny Board Performance Report (2017/18)
SLT Lead:	Sarah Homer, Interim Chief Operating Officer
Report Author and contact details:	Pippa Brent-Isherwood, Assistant Director of Policy, Performance and Community phillipa.brent-isherwood@havering.gov.uk 01708 431950
Policy context:	The report sets out Quarter 2 performance reporting as requested by the Overview and Scrutiny Sub-Committees
Financial summary:	There are no direct financial implications arising from this report. However adverse performance against some corporate performance indicators may have financial implications for the Council. All service directorates are required to achieve their performance targets within approved budgets. The Senior Leadership Team (SLT) is actively monitoring and managing resources to remain within budgets, although several service areas continue to experience financial pressure from demand led services.
Is this a Key Decision?	No
Is this a Strategic Decision?	No
When should this matter be reviewed?	The corporate performance reporting framework will be reviewed again in Quarter 4 of 2017/18

The subject matter of this report deals with the following Council Objectives

Communities making Havering	[X]
Places making Havering	[X]
Opportunities making Havering	[X]
Connections making Havering	[X]

SUMMARY

1. The Corporate Performance Report which is presented to the Cabinet on a quarterly basis provides an overview of the Council's performance against each of the strategic goals set out in the Corporate Plan. Historically, the Overview and Scrutiny Board has also scrutinised this data. However, for 2017/18, the Board has decided instead to scrutinise a selection of more operational performance indicators, determined by the six overview and scrutiny sub-committees. To this end, each of the sub-committees were tasked by the Overview and Scrutiny Board (at its meeting in May) with identifying two to three performance indicators they wished to track over the course of the year. This report provides an overview of how the Council is performing in relation to each of the indicators selected by the six sub-committees, with greater detail being provided within each of the sub-committee reports.
2. Members of the Committee are reminded that, in keeping with the Council's renewed focus on transparency, it was agreed at Cabinet on 12 April to remove tolerances from performance targets. This being the case, where targets have been set for the indicators selected by the Overview and Scrutiny Sub-Committees as part of the annual corporate and service planning process, these have been included in the report and performance rated as either on target (**Green**) or off target (**Red**). Where performance is rated '**Red**', corrective action to improve performance is set out in the report.
3. Also included in the report are Direction of Travel (DoT) columns, which compare:
 - Short-term performance – with the previous quarter (Quarter 1 2017/18)
 - Long-term performance – with the same time the previous year (Quarter 2 2016/17)

A green arrow (↑) means performance is better and a red arrow (↓) means performance is worse. An amber arrow (→) means that performance has remained the same.

Quarter 2 Summary

5. In total, performance against 18 indicators has been included in the Quarter 2 report. Of these, 14 have been rated as either **Red** or **Green**.
6. In summary, of those PIs with a target set against them:
 - **2** (14%) have a RAG status of **Green** (on target).
 - **12** (86%) have a RAG status of **Red** (off target).



7. This cannot be compared with the position at the end of Quarter 1 as, since then, the Health Overview and Scrutiny Sub-Committee has revised the indicators it wishes to monitor, and the Overview and Scrutiny Board has also selected (at its previous meeting) the indicators reported to the Children and Learning Sub-Committee that it wishes to track.

RECOMMENDATIONS

That Members of the Overview and Scrutiny Board **review** the performance set out in **Appendix 1** and the corrective action that is being taken to improve this where necessary.

REPORT DETAIL

1. **Highlights:**

- The percentage of patients who are satisfied with the GP out of hours services is slightly better than the England average.
- There has been a huge reduction (of some 39%) compared to last financial year in the number of older people (aged 65+) permanently admitted to residential and nursing care. 97 service users over the age of 65 were admitted into long term care up to the end of Quarter 2. At the same stage last year there had been 158.

2. **Improvements required:**

- Below-target performance has been identified in the percentage of housing repairs completed within target and a service improvement action plan has been put in place with the responsive repairs maintenance contractor. The action plan is monitored and scrutinised at regular review meetings that have been

arranged specifically for this purpose and are in addition to the normal contractual and partnership meetings.

- The percentage of “Immediate” (I) and “Significant” (S) calls responded to by the police within the target timescale is below target but has improved over the summer months. Alterations have been made to the tri-borough model. A resolution centre has been established and a targeted operation run over the summer to clear the backlog of outstanding calls. Outstanding calls are being managed on an incident list for each borough, rather than as a single incident list for all three boroughs, as was the case when the pilot began. Additional resources have been directed into the despatch centre during peak hours and the Borough Command Unit (BCU) has reverted to using three radio channels (one for each of the boroughs) for emergency response as opposed to the single channel that was implemented when the pathfinder first began. Officers are hopeful that, following these actions, response times will continue to improve into Quarters 3 and 4.
- The proportion of Adult Social Care service users receiving direct payments was 32.6% in Quarter 2, against a target of 36%. Take-up is lower than during Quarter 1 and at the same time last year. A Personal Assistant Co-Ordinator has now been appointed within the Joint Commissioning Unit to support the take-up of direct payments going forward. A working group has also been established to look at the processes around Direct Payments.
- The average number of days take to remove a fly-tip is 0.33 days above the 1 day target, but is better than the same period last year. This indicator measures the time from when a fly tip is reported to the Council until it is removed, and in some instances includes the time taken for Enforcement Officers to investigate the waste for evidence. Once the report of the fly tip has been passed to the Street Cleansing team the vast majority are cleared within the 1 day target. Officers are considering ways to streamline the process to improve performance. Officers are also exploring if the new “in cab” recording system can be used to provide the data for this indicator. If this is possible it will measure the response times of the street cleansing team rather than the whole process, so performance could not be compared with previous years.
- If the level of waste per head presented to the East London Waste Authority (ELWA) continues at current levels, the borough will outturn slightly above target, however the amount of green waste collected during the summer months is higher and tonnages are expected to reduce through the winter. Various waste prevention campaigns are taking place focusing on home composting, reuse, and Love Food Hate Waste, particularly through the Sainsbury’s funded food waste reduction activities and through the Rewards and Incentives Scheme’s Food Waste Challenge. Officers are also reviewing operations in Highways and Grounds Maintenance to reduce waste and, with ELWA, are considering strengthening policies targeting potential commercial waste entering the domestic waste stream at the household reuse and recycling centre.
- The proportion of young people leaving care who are in education, employment or training at ages 18-21 is currently below target. The Leaving Care Service as a whole is being reviewed and strengthened as part of the Face-to-Face Pathways Programme. Six Pathway Co-ordinators have been recruited who will work directly with young people and care leavers to help them plan their transitions into adulthood, including their education / employment route. The service is also supporting LAC and care leavers to remain in education, employment or training through the innovation programme and in partnership

with LB Hackney. Whilst we are expecting improvements against this indicator as the year progresses and the destinations of young people become better known, the annual target now appears unrealistic for this year.

- Despite the recruitment of new in-house foster carers running ahead of target, retirements etc have meant that the total number of in-house foster carers (77) remains below target (90). The innovation programme will re-design the fostering offer and create an offer of specialist foster carers. This will be targeted towards placements for 11-17 year olds with complex needs and will come with an enhanced financial and support package. The innovation programme was launched in Quarter 2 and the current plan is to have four specialist foster carers in place by the end of the financial year so performance is expected to increase in Quarters 3 and 4

3. The full Quarter 2 performance report is attached as **Appendix 1**.

REASONS AND OPTIONS

Reasons for the decision: To provide Overview and Scrutiny Board Members with an update on the Council's performance during Quarter 2 of 2017/18.

Other options considered: N/A

IMPLICATIONS AND RISKS

Financial implications and risks:

There are no direct financial implications arising from this report. However adverse performance against some Corporate Performance Indicators may have financial implications for the Council.

All service directorates are required to achieve their performance targets within approved budgets. The Senior Leadership Team (SLT) is actively monitoring and managing resources to remain within budgets, although several service areas continue to experience significant financial pressures in relation to a number of demand led services such as housing and children's and adults' social care. SLT officers are focused upon controlling expenditure within approved directorate budgets and within the total General Fund budget through delivery of savings plans and mitigation plans to address new pressures that are arising within the year.

Further information on the financial performance of the Council has been reported as part of the Medium Term Financial Strategy (MTFS) report to Cabinet in October.

Human Resources implications and risks:

There are no Human Resources implications or risks arising directly from this report.

Legal implications and risks:

Whilst reporting on performance is not a statutory requirement, it is considered best practice to review the Council's progress against the Corporate Plan and Service Plans on a regular basis.

Equalities implications and risks:

The following performance indicators currently rated as 'Red' could potentially have equality and social inclusion implications for a number of different social groups if performance does not improve:

- Percentage of housing repairs completed within target
- Percentage of "I" calls responded to within target
- Percentage of "S" calls responded to within target
- Obese children (4-5 years)
- Percentage of service users receiving direct payments
- Percentage of young people leaving care who are in education, employment or training at ages 18 – 21
- Percentage of young people leaving care who are in education, employment or training at ages 18 -21
- Total number of in-house foster carers
- Percentage of looked after children placed in LBH foster care

The commentary for each indicator provides further detail on steps that will be taken to improve performance and mitigate these potential inequalities.

BACKGROUND PAPERS

The Corporate Plan 2017/18 is available on the Council's website at:

https://www.havering.gov.uk/downloads/download/575/corporate_and_service_plans

O&S Board Performance Report: Quarter 2 2017/18

2017-18 Corporate Performance Indicator

RAG Rating		Direction of Travel (DOT)	
GREEN	On or better than target On Track	↑	Short Term: Performance is better than the previous quarter Long Term: Performance is better than at the same point last year
		→	Short Term: Performance is the same as the previous quarter Long Term: Performance is the same as at the same point last year
RED	Worse than target Off track	↓	Short Term: Performance is worse than the previous quarter Long Term: Performance is worse than at the same point last year

Sub-committee	Indicator and Description	Value	2017/18 Annual Target	2017/18 Q2 Target	2017/18 Q2 Performance	Short Term DOT against Q1 2017/18		Long Term DOT against Q2 2016/17		Comments
Towns and Communities	No. of Stage 1 complaints received	Smaller is better	N/A	N/A	366	↑	210	-	NEW	There was a 26% reduction in the number of Stage 1 complaints received by services within the remit of the Committee, from 210 complaints in Quarter 1 to 156 complaints in Quarter 2. This reduced volume has helped to improve the timeliness of responses, though this remains below target. The volume and timeliness of responses to Stage 2 complaints has remained fairly steady, with 35 complaints received in Quarter 2 compared with 36 in Quarter 1, and timeliness remaining just below target (at 94.4% in time against a target of 95%).
	% of Stage 1 complaints closed in 15 days	Bigger is better	95%	95%	84.4% RED	↑	83%	-	NEW	
	No. of Stage 2 complaints received	Smaller is better	N/A	N/A	71	↑	36	-	NEW	Corrective Action: Staffing shortages that affected the performance of the Housing Complaints team earlier in the year have now been addressed and 100% of complaints were closed within timescale during September, so officers are confident of performance improving in Quarters 3 and 4. The complaint handling process within the Housing service also continues to be reviewed, and it is the intention to co-locate Housing complaints and contractor complaints staff once current ICT and accommodation issues have been resolved, in order to improve the quality and timeliness of responses to Housing complaints. The Towns and Communities Overview and Scrutiny Sub-Committee intends to establish a topic group looking at how complaints are dealt with within these services, focusing particularly on those relating to housing repairs and anti-social behaviour.
	% of Stage 2 complaints closed within 20 days	Bigger is better	95%	95%	94.4% RED	→	94.4%	-	NEW	
	% of housing repairs completed within target	Bigger is better	96%	96%	92% RED	↓	99.03%	↑	89.68%	
	Contractor liaison with residents during regeneration work	TBC	TBC	TBC	N/A	-	N/A	-	NEW	

Sub-committee	Indicator and Description	Value	2017/18 Annual Target	2017/18 Q2 Target	2017/18 Q2 Performance	Short Term DOT against Q1 2017/18		Long Term DOT against Q2 2016/17		Comments
Crime and Disorder	% of "I" calls responded to within target	Bigger is better	90%	90%	61% (Apr-Sep Average) RED	↑	51% (Apr-Jun Average)	↓	72% (whole of 2016/17)	The percentage of calls reached within the target times of 15 minutes has improved over the summer months, from 46% in July, to 63% in August then 74% in September. It is over this period that alterations have also been made to the tri-borough model including outstanding calls being managed on an incident list for each borough, rather than as a single incident list for all three boroughs, as was the case when the pilot began.
	% of "S" calls responded to within target	Bigger is better	90%	90%	53% (Apr-Sep Average) RED	↑	40% (Apr-Jun Average)	↓	60% (whole of 2016/17)	The percentage of calls reached within the target time of one hour has improved over the summer months; from 37% in July, to 50% in August then 73% in September. It is over this period that alterations have also been made to the tri-borough model including outstanding calls being managed on an incident list for each borough, rather than as a single incident list for all three boroughs, as was the case when the pilot began.
	Deployable police resources compared with establishment (Dedicated Ward Officers only)	TBC	TBC	TBC	86%	↓	90%	-	NEW	Data is not currently available for all officers at a borough level due to classifications created as part of the tri-borough policing pathfinder that commenced earlier this year. However the figure for DWOs for Quarter 2 is 86% - slightly below Quarter 1's output of 90%. Over half of the abstractions during Quarter 2 were for officer training. A section in the C&D OSC report provides more details on the various measures reported under this headline. This is not information which can easily be obtained from Metropolitan Police systems, however the MPS is in the process of standardising information on a performance dashboard ready for the new year.
	% of ASB reports relating to traveller incursions	N/A	N/A	N/A	0.58%	-	1%	-	NEW	In Q2 2017/18 there were 1548 calls which had an opening code relating to ASB in Havering. Of these, 1026 were 'closed' as ASB. Of those 1,026, six (0.58%) related to five separate traveller incursions. Of these five separate incursions, three took place on three consecutive days in July within a few hundred metres of each other, so it may have been the same group at each location. For comparison in Q1 2017/18 there were 1,050 calls to the Metropolitan Police closed as relating to 'Anti-Social Behaviour' in Havering. Of these, 11 calls (1%) related to three separate traveller incursions.

Sub-committee	Indicator and Description	Value	2017/18 Annual Target	2017/18 Q2 Target	2017/18 Q2 Performance	Short Term DOT against Q1 2017/18		Long Term DOT against Q2 2016/17		Comments
Health	Obese children (4-5 years)	Smaller is better	Similar to or Better than England (9%)	TBC	10.8% (2015/16) RED	-	N/A	↓	10.4% (2014/15)	Prevalence of obesity amongst 4-5 year olds in Havering has seen no significant change over the past 8 years. In 2015/16 Havering remained significantly worse than England but similar to London Corrective Action: Directed by Havering's 'Prevention of Obesity Strategy 2016-19', our borough working group continues to progress actions that are within the gift of the local authority and partners, and within available budgets. These actions include: <ul style="list-style-type: none"> Increasing support for breastfeeding via infant feeding cafés in children's centres and launching a Breastfeeding Welcome scheme for local venues and businesses to sign up to Health Visitors and Early Help Practitioners developing a 'Starting Solid Foods' workshop to co-deliver in Children's Centres Increasing promotion of Healthy Start vouchers for free fruit, vegetables and milk to low-income families, and working with local businesses to increase acceptance of these The Health and Wellbeing in Schools Service, Havering Catering Services, Havering Sports Collective and School Nursing Service working together to streamline and develop the healthy eating and physical activity support they offer to children and families via schools, Developing a Sugar Smart campaign, encouraging public venues and local businesses to make pledges to reduce promotion, sales and, ultimately, consumption of sugar.
	Percentage of patients who are satisfied with the GP out of hours services (Partnership PI)	Bigger is better	Better than England (66%) (TBC by Havering CCG)	N/A	67% (2017) GREEN	-	N/A	↓	68%	The latest available data (July 2017) on patient experience of GP out-of-hours shows no significant difference between the percentage of patients satisfied with the service in Havering and the England average. Havering CCG is responsible for this performance indicator.
	The number of instances where an adult patient is ready leave hospital for home or move to a less acute stage of care but is prevented from doing so, per 100,000 population (delayed transfers of care)	Smaller is better	TBC	TBC	TBC	TBC	-	TBC	-	N/A

Sub-committee	Indicator and Description	Value	2017/18 Annual Target	2017/18 Q2 Target	2017/18 Q2 Performance	Short Term DOT against Q1 2017/18		Long Term DOT against Q2 2016/17		Comments
Individuals	% of service users receiving direct payments	Bigger is better	36%	36%	32.6% RED	↓	33.8%	↓	36.6%	Performance is currently below target, and we have seen a 2% reduction in the proportion of service users who are receiving their care via a Direct Payment since the same time last year. Corrective Action: A Personal Assistant Co-ordinator has now joined the Joint Commissioning Unit. A working group has also been established to look at the processes around Direct Payments
	Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 65+)	Smaller is better	660	310	209.8 GREEN	↓	108.1	↑	344.5	To the end of quarter 2, there had been 97 older people newly admitted into long term residential or nursing care. At the same stage last year there had been 158, representing a 39% decrease (where lower is better). As with previous quarters the majority of new admissions are over the age of 85.
Environment	Average no. of days taken to remove fly-tips	Smaller is better	1 day	1 day	1.33 days RED	↓	0.8 days	↑	1.8 days	Q2 performance is above the 1 day target (where lower is better) and worse than during the last three quarters. Performance has however improved compared to the same period last year. Corrective Action: This indicator measures the time from when a fly tip is reported to the Council until it is removed and in some instances includes the time taken for Enforcement Officers to investigate the waste for evidence. Once the report of the fly tip has been passed to the Street Cleansing team the vast majority are cleared within the 1 day target. Officers are considering ways to streamline the process to improve performance. This could include sending all reports of fly tips direct to the Cleansing team and them informing Enforcement if evidence is present, or exploring ways that the new "in cab" recording system can be used to provide the data for this indicator. If this is possible it would measure the response times of the street cleansing team rather than the whole process, so performance could not be compared with previous years.
	The level of waste per head of population presented to East London Waste Authority (ELWA)	Smaller is better	441.01 kg per head	220.50 kg per head	235.65 kg per head (Provisional) RED	↓	118.4kg per head (Provisional)	-	NEW	This PI measures the total waste delivered to the ELWA. This includes collected household waste, waste from the reuse and recycling centre and municipal waste from Highways and Parks management activities. If tonnages continue at this level throughout the year we would outturn above target, however tonnages are projected to decrease through the winter months as the amount of garden waste reduces . Corrective Action: Various waste prevention campaigns focusing on home composting, reuse, and Love Food Hate Waste, particularly through the Sainsbury's funded food waste reduction activities and through the Rewards and Incentives Scheme's Food Waste Challenge, are in place to help achieve the target. We are also reviewing operations in Highways and Grounds Maintenance to reduce waste and, with the ELWA, are considering strengthening policies targeting potential commercial waste entering the domestic waste stream at the household reuse and recycling centre.

Sub-committee	Indicator and Description	Value	2017/18 Annual Target	2017/18 Q2 Target	2017/18 Q2 Performance	Short Term DOT against Q1 2017/18	Long Term DOT against Q2 2016/17	Comments		
Children & Learning	% of young people leaving care who are in education, employment or training at ages 18 -21	Bigger is better	75%	75%	60.3% RED	↓	60.9%	↓	63.8%	<p>The percentage of care leavers in education, employment or training was on a downward trajectory at the end of Quarter 2 but is expected to improve as destinations become better known.</p> <p>Corrective Action: The Leaving Care Service as a whole is being reviewed and strengthened as part of the Face-to-Face Pathways Programme. Six Pathway Coordinators have been recruited who will work directly with young people and care leavers to help them plan their transitions into adulthood. We expect these roles to support our care leavers in identifying their education/employment route. The introduction of these roles will also enable planning for adulthood to commence as soon as young people become eligible for leaving care services.</p>
	Total no. of in-house foster carers	Bigger is better	90	90	77 RED	↓	78	↓	81	<p>Despite the recruitment of new in-house foster carers running ahead of schedule, retirements etc have meant that the total number of in-house foster carers has remained below target.</p> <p>Corrective Action: The innovation programme will re-design the fostering offer and create an offer of specialist foster carers. This will be targeted towards placements for 11-17 year olds with complex needs and will come with an enhanced financial and support package. The innovation programme launched in Q2 and the current plan is to have four specialist carers in place by the end of the financial year so performance is expected to increase in Q3 and 4</p>
	% of looked after children placed in LBH foster care	Bigger is better	40%	40%	39.7% RED	↑	39.6%	↑	39.2%	<p>The percentage of looked after children placed in LBH foster care is just 0.3% below target.</p> <p>Corrective Action: This KPI is based on the total proportion of in-house and family & friend placements. By reforming the in-house offer it is expected to see an increase in performance throughout the year.</p>

This page is intentionally left blank

**OVERVIEW AND SCRUTINY BOARD
6 December 2017**

Subject Heading:	Sickness Absence
SLT Lead:	Caroline Nugent – Director of HR & OD
Report Author and contact details:	Mark Porter – Operational Team Manager (HR) mark.porter@onesource.co.uk
Policy context:	The information presented will allow more effective scrutiny of performance issues
Financial summary:	No impact of presenting of information itself which is for information/scrutiny only.

The subject matter of this report deals with the following Council Objectives

Communities making Havering	<input checked="" type="checkbox"/>
Places making Havering	<input type="checkbox"/>
Opportunities making Havering	<input type="checkbox"/>
Connections making Havering	<input type="checkbox"/>

SUMMARY

Information will be presented that will detail current operational service issues within the remit of the Board.

RECOMMENDATIONS

1. The Board to review the information presented and make any appropriate recommendations.

REPORT DETAIL

Officers will present and summarise information covering the areas within the remit of the Board.

IMPLICATIONS AND RISKS

Financial implications and risks: None of this covering report.

Legal implications and risks: None of this covering report.

Human Resources implications and risks: None of this covering report.

Equalities implications and risks: None of this covering report.

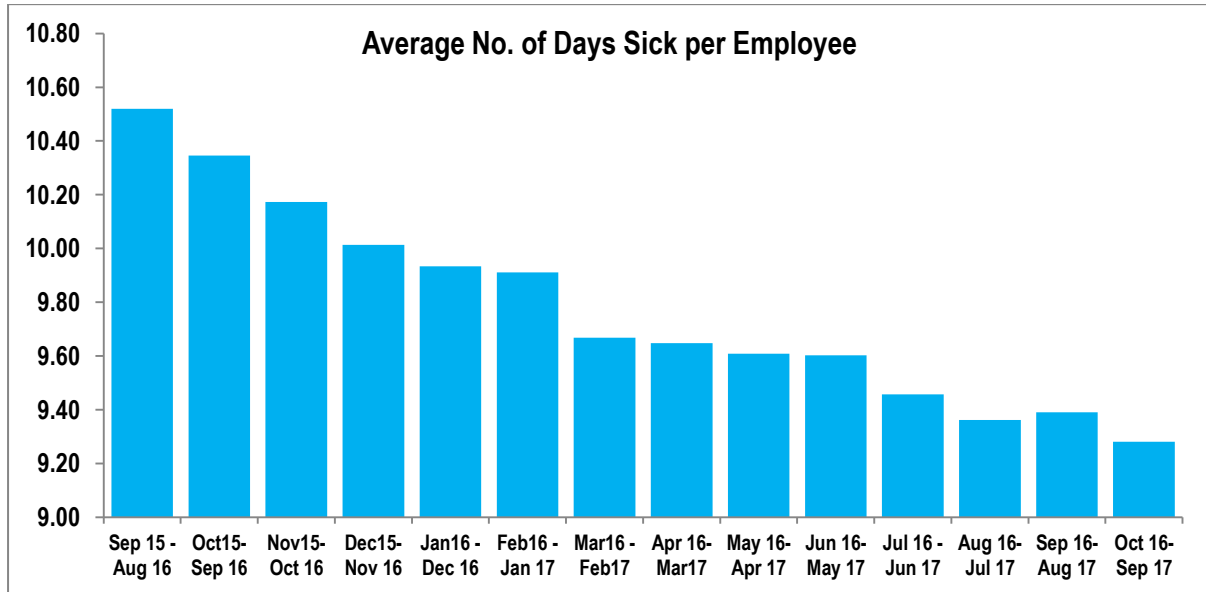
BACKGROUND PAPERS

None.

November 2017

SICKNESS ABSENCE MANAGEMENT

The average number of days absent per employee has continued to reduce from 10.46 in the financial year 15/16 to 9.28 in the 12 month rolling period from October 2016 to September 2017 – an 11% decrease in just over a year. The overall position for rolling year sickness absence continues to improve with a reduction in days:



Sickness continues to be managed robustly. In 2016, 28 people left the council due to their sickness absence levels. In 2017 so far there have been 17 dismissals as follows:

Quarters in 2017	Dismissals for Sickness Absence
January – March	7
April – June	5
July - September	3
October – December	2

Next Steps:

Significant work continues to be undertaken, focus needs to be sustained by managers to ensure absence levels continue to decrease which will include:

- **Workplace Wellbeing Forum** - a strategic focus will be maintained through the group chaired by Councillor Wendy Brice-Thompson with input from key partners including HR, Public Health, Health and Safety and trade union colleagues;

- **Interactive refresher sessions / Sickness Cases** – HR continue to hold bite size training sessions for managers to be refreshed on the sickness absence policy, entering and managing sickness in oneOracle and how to best utilise the oneOracle dashboards in relation to sickness.
- **Focussed HR support** – HR consultants dedicated to providing sickness absence support to managers are proactively targeting managers to provide focussed advice and guidance in areas with high absence rates.
- **Data analysing** – HR consultants continue to provide a dedicated sickness absence support service and regularly produce sickness data via the dashboards to present to senior management. This data is broken down into various categories highlighting patterns of absence.
- **Day One absence Pilot** – The first phase of the absence monitoring scheme introduced last year, and targeted at services where absence levels are high has helped reduce sickness absences in Catering, and Neighbourhoods by 27%. As a second phase, the pilot is due to launch in Housing Services by the end of November and Children’s services in December 2017. HR has also scheduled management training sessions for managers to provide guidance on how the service works and how to get the best out of the service.
- **Implementation of MedigoldOne** – Managers have benefitted from improved access to occupational health information with the implementation earlier in the year;
- **Workplace Wellbeing** – Free flu jabs are being made available for front line staff who deal directly with the public, such as social workers and Environment staff, in November. It is intended that this will help keep staff safe and well, reducing the threat of flu also helps the Council to ensure business continuity.
- **Review of the sickness procedure**
A review of the policy has been undertaken and implemented.

**OVERVIEW AND SCRUTINY BOARD
6 December 2017**

Subject Heading:	Property Services
SLT Lead:	Steve Moore, Director of Neighbourhoods
Report Author and contact details:	Richard Cursons – Democratic Services Officer richard.cursons@onesource.co.uk
Policy context:	The information presented will allow more effective scrutiny of performance issues
Financial summary:	No impact of presenting of information itself which is for information/scrutiny only.

The subject matter of this report deals with the following Council Objectives

Communities making Havering	[X]
Places making Havering	[]
Opportunities making Havering	[]
Connections making Havering	[]

SUMMARY

Information will be presented that will detail current operational service issues within the remit of the Board.

RECOMMENDATIONS

1. The Board to review the information presented and make any appropriate recommendations.

REPORT DETAIL

Officers will present and summarise information covering the areas within the remit of the Board.

IMPLICATIONS AND RISKS

Financial implications and risks: None of this covering report.

Legal implications and risks: None of this covering report.

Human Resources implications and risks: None of this covering report.

Equalities implications and risks: None of this covering report.

BACKGROUND PAPERS

None.

**OVERVIEW AND SCRUTINY BOARD
6 December 2017**

Subject Heading:	Facilities Management
SLT Lead:	Steve Moore, Director of Neighbourhoods
Report Author and contact details:	Richard Cursons – Democratic Services Officer richard.cursons@onesource.co.uk
Policy context:	The information presented will allow more effective scrutiny of performance issues
Financial summary:	No impact of presenting of information itself which is for information/scrutiny only.

The subject matter of this report deals with the following Council Objectives

Communities making Havering	[X]
Places making Havering	[]
Opportunities making Havering	[]
Connections making Havering	[]

SUMMARY

Information will be presented that will detail current operational service issues within the remit of the Board.

RECOMMENDATIONS

1. The Board to review the information presented and make any appropriate recommendations.

REPORT DETAIL

Officers will present and summarise information covering the areas within the remit of the Board.

IMPLICATIONS AND RISKS

Financial implications and risks: None of this covering report.

Legal implications and risks: None of this covering report.

Human Resources implications and risks: None of this covering report.

Equalities implications and risks: None of this covering report.

BACKGROUND PAPERS

None.

LBH - Facilities Management



Page 37

Ivano Spiteri - Head of FM
24th November 2017



Slide 1

LBH – Facilities Management



Agenda Items

- Corporate landlord
- FM Restructure
- FM Procurement Strategy

Corporate Landlord



Overview

- Set up in 2012 with the main to meet Statutory compliance obligations.
- Incorporates 80 buildings including office accommodation, libraries, social care, parks, parks depot, leisure, housing offices (excludes Housing buildings), crematoriums and some of the Education buildings.
- Challenges Overview
 - Properties in poor state of repair.
 - Park Buildings were worst affected by lack of repairs and maintenance.
 - Many buildings did not meet Statutory Compliance.
 - Inconsistent approach to managing the properties.

Premises currently within the Corporate Landlord Model



Corporate/Offices	Central Library (Offices)
	Chippenham Road housing office
	Farnham Road housing office
	Hitchin Close housing office
	Langtons House & Stable Block
	Macon Way housing office
	Mercury House, including PASC
	River Chambers
	Tollgate House
	Town Hall
	Turpin Avenue housing office
	Waterloo Road housing office
Libraries	Central Library
	Collier Row Library
	Elm Park Library
	Gidea Park Library
	Harold Hill Library
	Harold Wood Library
	Hornchurch Library
	Rainham Library
	South Hornchurch Library
	Upminster Library
Depots	Bedfords Park Depot
	Central Depot
	Central Park Depot
	Cottons Park Depot
	Dorking Walk Depot
	Gidea Park Depot
	Harrow Lodge Park Depot
	Market Car Park Depot
	New Windmill Hall (Upminster Park) Depot
	Park Lane Depot
	Penrith Depot

Premises currently within the Corporate Landlord Model



Cemetery Buildings	Hornchurch Cemetery
	Rainham Cemetery
	Romford Cemetery
	South Essex Crematorium
	Uminster Cemetery
Adult Social Care	Avalon Road Centre (formerly Nason Waters)
	The Hermitage
	Yew Tree Lodge/Resource Centre
Public Conveniences	Tollgate House (Market) toilets
Education – non schools	Europa Centre
	Havering Music School
Culture & Leisure	Hornchurch Sports Stadium
	Central Park Pavilion
	Cottons Park Changing Rooms
	Gidea Park Cricket Pavilion
	Harrow Lodge Cricket Pavilion
	Havering Country Park
	King Georges Playing Fields
	MyPlace
	Raphaels Park Pavilions and Lodge House
	Rise Park Pavilion/ Café
	Spring Farm Park Football & Cricket Pavilions
	Westlands Playing Fields Pavilion
	Angel Way – Parking Services (CEOs’) office

Corporate Landlord



Condition Surveys

Five yearly condition surveys were commissioned to:-

- To forecast and manage the R&M budget over a five-year term.
- Identifies remedial works categorised by priority.
 - Priority 1 – Urgent works
 - Priority Two – Amber (12 – 24 months)
 - Priority Three – Non Urgent works

Corporate Landlord



Repairs & Maintenance Expenditure includes:-

- Programmed servicing and compliance – scheduled servicing and maintenance of plant and equipment including statutory inspections to ensure compliance.
- Reactive works - e.g. make safe and board up, burst pipes, blocked drains etc.
- Specified works – using any unallocated balance remaining from the above two, based on evidence of condition surveys and periodic meetings with Premises Managers. These works typically comprise the maintenance of building fabric which cannot otherwise be capitalised.

Corporate Landlord



Next Steps

Nov 2017 a report was submitted to Strategic Leadership Team to:-

- Consider the expansion of the existing Corporate Landlord model.
- Consider the appropriate budgetary and resourcing arrangements to address compliance issues across as a result of this expansion.
- Proposed Building Assets to be added:-
 - 10 Culture & Leisure buildings
 - 5 Children centres
 - 9 other category type buildings

FM Restructure



Overview

- Proposed Facilities Management restructure formed part of a combined Asset Management restructure originally announced in May 2016.
- FM restructure re-launched again in September 2017
- Asset Management has been allocated a savings target of £2.3m in 17/18 rising to £2.5m in 18/19 onwards across the range of services in scope
- The proposed structure for FM gives a clear differentiation between Corporate Landlord ('Hard' FM) services, which will be a shared service across boroughs and Campus ('Soft' FM) services, which, by their nature of being site based.

FM Restructure



Proposed FM Savings

- The proposed FM restructure will deliver £450k (reducing to approximately £428k after deduction of pension back funding costs) of savings towards the overall target with costs based at Newham's mid scale point for shared and Newham non-shared posts and Havering's mid point for Havering non-shared posts. These figures are exclusive of any pay awards or other inflationary factors from April.

FM Restructure



Time Scales

- Undertake formal consultation
 - 18th September to 17th November 2017
- Finalise assimilation and ring fence proposal
 - December 2017
- Conduct selection processes where necessary
 - December – January 2018
- Staff in post (effective date of new structure)
 - January - February 2018

FM Procurement Strategy



Introduction

- This Procurement Strategy has been produced to help OneSource achieve savings in the cost of goods, services and works, and best use of limited resources in support the Councils' objectives in delivering consistently high quality services that meet users' needs.

Aim

- The aim of the procurement Strategy is to ensure that procurement reflects the Council's core values, corporate aims and objectives and to map out the development and improvement of the Council's procurement function.

FM Procurement Strategy



Objectives of Procurement

The key objectives of procurement are:

- The achievement of optimum value and resulting savings, including:
 - Reducing the risk of contractual failures, time and cost overruns and poor quality.
 - Minimising the cost of procurement
- Demonstrating compliance with the regulatory framework.
- Supporting the delivery of the Council's Corporate and strategic objectives.
- Contributing to the Council's reputation for services delivered in an efficient, effective and ethical manner.

This page is intentionally left blank

OVERVIEW AND SCRUTINY BOARD
6 December 2017

Subject Heading:	Sub-Committee and Topic Group - Chairman's updates
SLT Lead:	Daniel Fenwick – Director of Legal & Governance
Report Author and contact details:	Richard Cursons - Democratic Services Officer richard.cursons@onesource.co.uk
Policy context:	The information presented will allow more effective scrutiny of issues
Financial summary:	No impact of presenting of information itself which is for information/scrutiny only.

The subject matter of this report deals with the following Council Objectives

Communities making Havering	[X]
Places making Havering	[X]
Opportunities making Havering	[X]
Connections making Havering	[X]

SUMMARY

Overview & Scrutiny Sub-Committee Chairmen will be invited to verbally update members of the Board on details of the current work of the six Overview & Scrutiny Sub-Committees and associated topic groups.

RECOMMENDATIONS

1. The Board to review the information presented and make any appropriate recommendations.

REPORT DETAIL

The report enables Overview & Scrutiny Chairmen to detail the current work of the six Overview & Scrutiny Sub-Committees and the topic groups attached to them.

IMPLICATIONS AND RISKS

Financial implications and risks: None of this covering report.

Legal implications and risks: None of this covering report.

Human Resources implications and risks: None of this covering report.

Equalities implications and risks: None of this covering report.

BACKGROUND PAPERS

None.