



## COUNCIL MEETING

**7.30 pm Wednesday, 25 September 2019**  
**At Council Chamber - Town Hall**

**Members of the Council of the London Borough of Havering are hereby summoned to attend a meeting of the Council at the time and place indicated for the transaction of the following business**

**John Jones**  
**Monitoring Officer**

**For information about the meeting please contact:**  
**Anthony Clements tel: 01708 433065**  
**[anthony.clements@oneSource.co.uk](mailto:anthony.clements@oneSource.co.uk)**



**Please note that this meeting will be webcast.**

**Members of the public who do not wish to appear in the webcast will be able to sit in the balcony, which is not in camera range.**

## **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.

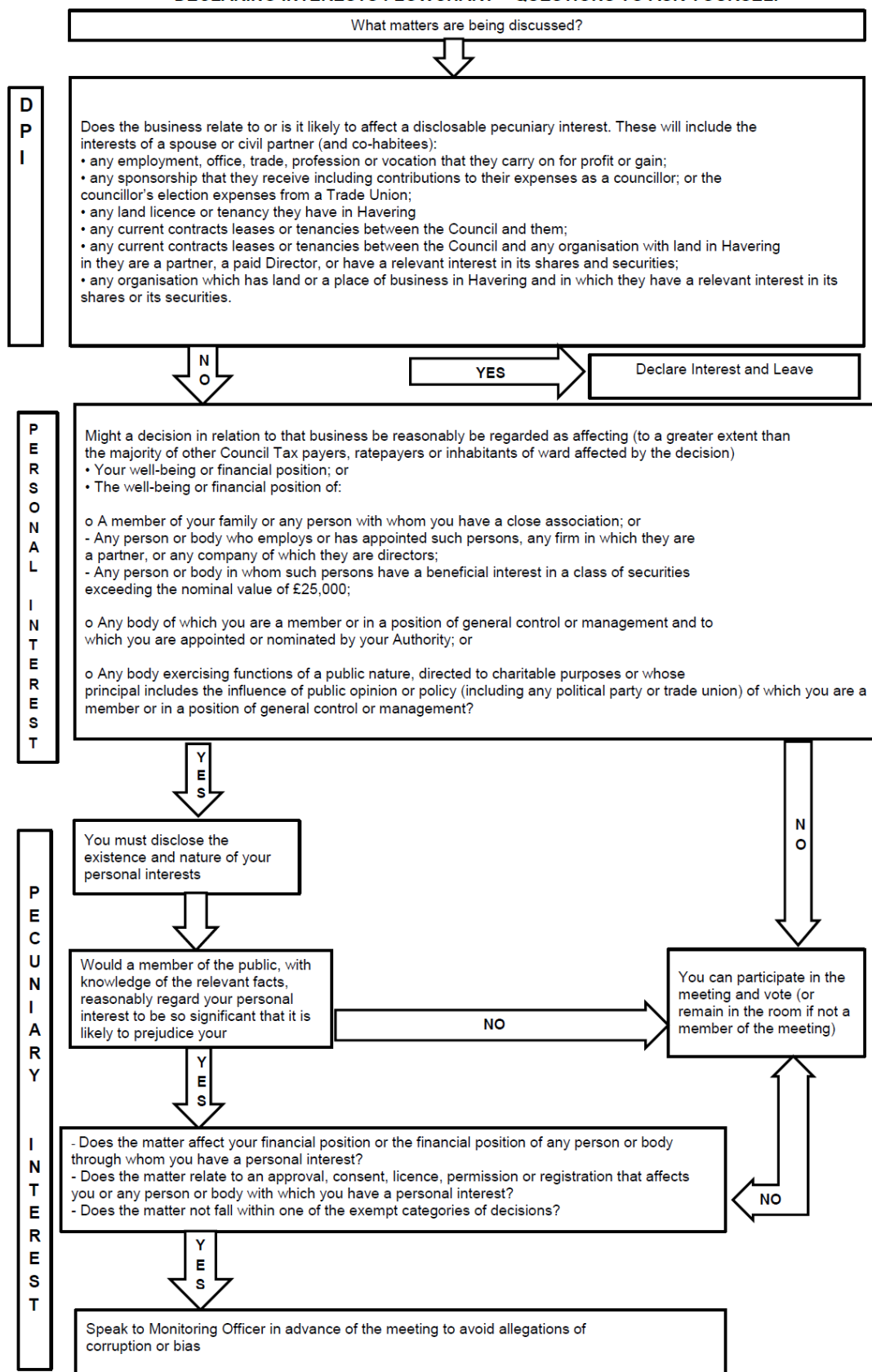
Anyone present at a meeting as it takes place is not permitted to carry out an oral commentary or report. This is to prevent the business of the meeting being disrupted.

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.



**DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF**



## **AGENDA**

**1 PRAYERS**

**2 APOLOGIES FOR ABSENCE**

To receive apologies for absence (if any).

**3 MINUTES** (Pages 1 - 34)

To sign as a true record the minutes of the Meeting of the Council held on 10 July 2019 (attached).

**4 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.*

**5 ANNOUNCEMENTS BY THE MAYOR, BY THE LEADER OF THE COUNCIL OR BY THE CHIEF EXECUTIVE**

To receive announcements (if any).

**6 PETITIONS**

To receive any petition presented pursuant to Council Procedure Rule 14.

Councillor John Mylod has given notice of intention to present a petition.

**7 UPDATE REPORTS ON THE 2021 BUDGET AND MEDIUM TERM FINANCIAL STRATEGY (MTFS)** (Pages 35 - 54)

**NOTE: The deadline for receipt of amendments to all reports issued with the final agenda is midnight, Monday 23 September 2019.**

Report of Cabinet attached.

**8 SMART WORKING PROGRAMME** (Pages 55 - 78)

Report of Cabinet attached.

**9 POLLING DISTRICT AND POLLING PLACES REVIEW** (Pages 79 - 114)

Report of Governance Committee attached.

**10 BOUNDARY COMMISSION REVIEW**

Report of Chief Executive attached.

**11 MEMBERS' QUESTIONS** (Pages 115 - 118)

Attached.

**12 MOTIONS FOR DEBATE** (Pages 119 - 122)

Attached.

**13 MEETING TIMETABLE** (Pages 123 - 124)

Attached for information.

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# Public Document Pack Agenda Item 3



## MINUTES OF A MEETING OF THE COUNCIL OF THE LONDON BOROUGH OF HAVERING Council Chamber - Town Hall 10 July 2019 (7.30 - 10.30 pm)

**Present:** The Mayor (Councillor Michael Deon Burton) in the Chair

Councillors Councillors Robert Benham, Ray Best, Carole Beth, Joshua Chapman, John Crowder, Keith Darvill, Osman Dervish, David Durant, Tony Durdin, Brian Eagling, Gillian Ford, Jason Frost, Martin Goode, Linda Hawthorn, Judith Holt, Tele Lawal, Paul McGeary, Paul Middleton, Sally Miller, Robby Misir, Ray Morgon, Barry Mugglestone, John Mylod, Stephanie Nunn, Denis O'Flynn, Gerry O'Sullivan, Ron Ower, Dilip Patel, Nisha Patel, Bob Perry, Viddy Persaud, Roger Ramsey, Timothy Ryan, Jan Sargent, Carol Smith, Christine Smith, Natasha Summers, Maggie Themistocli, Jeffrey Tucker, John Tyler, Linda Van den Hende, Christine Vickery, Melvin Wallace, Ciaran White, Damian White, Michael White, Reg Whitney, Christopher Wilkins, Graham Williamson and Darren Wise

12 Members' guests and members of the public and a representative of the press were also present.

Apologies were received for the absence of Councillors Philippa Crowder, Nic Dodin and Matt Sutton.

The Mayor advised Members and the public of action to be taken in the event of emergency evacuation of the Town Hall becoming necessary.

Reverend Kevin Browning, Vicar, St John and St Matthew Church, South Hornchurch opened the meeting with prayers.

The meeting closed with the singing of the National Anthem.

### 12 MINUTES (agenda item 3)

The minutes of the Annual Meeting of the Council held on 15 May 2019 before the Council for approval.

**APPROVED:**

**That the minutes of the Annual Meeting of the Council held on 15 May 2019 be approved as a correct record, subject to confirmation from the webcast of the meeting that the Mayor made reference to the minute's silence at the last meeting covering the Christchurch terror attacks.**

**13 DISCLOSURE OF INTERESTS (agenda item 4)**

The Deputy Director of Legal and Governance – John Jones declared a prejudicial interest in agenda item 9 - Appointment of a New Monitoring Officer as he had been nominated for the position of Monitoring Officer.

**14 ANNOUNCEMENTS BY THE MAYOR, BY THE LEADER OF THE COUNCIL OR BY THE CHIEF EXECUTIVE (agenda item 5)**

The Mayor congratulated the Havering team on their winning a number of medals at the recent London Youth Games.

The text of the announcements made by the Leader of the Council is attached as appendix 1 to these minutes.

**15 PETITIONS (agenda item 6)**

The following petitions were presented:

From Councillor Dilip Patel concerning a request for traffic calming measures in Percy Road.

From Councillor Durant concerning a request for junction protection in Berwick Pond Close, Rainham.

**16 HAVERING COMMUNITY INFRASTRUCTURE LEVY - ADOPTION (agenda item 7)**

It was confirmed that a report had been agreed by Cabinet at its meeting on 7 July 2019 concerning the adoption of the Havering Community Infrastructure Levy (CIL). This would be the primary mechanism for the Council to secure financial contributions from development to help deliver necessary new infrastructure for Havering.

The report was **AGREED** without division and it was **RESOLVED**:

- **That the Havering Community Infrastructure Levy (CIL) Charging Schedule and the Regulation 123 list be adopted (set out in Appendices 2 and 3 of the Cabinet report, respectively)**
- **That the CIL Charging Schedule will be implemented and effective from September 1 2019; and**

- That delegated powers to the Director of Neighbourhoods or the Assistant Director of Planning in consultation with the Leader of the Council be agreed for future changes to the Regulation 123 list following its review as appropriate

## 17 REVIEW OF CALL-IN PROVISIONS (agenda item 8)

A report of the Governance Committee set out Havering's current approach to the overview and scrutiny arrangements in respect of call-in and made a number of suggestions as to how the process could be amended and streamlined.

### Questions by Residents' Group and Responses by Administration

1. Would the Leader of the Council confirm why this report is before council when the recommendation agreed at the Governance Committee meeting was for the Overview and Scrutiny Board to be consulted. Is it not sensible to consult with the board before council agrees any recommendations?

#### Response

As stated in the covering report, it was also agreed at the meeting of Governance Committee that these proposals be brought to full Council at the earliest opportunity. I am pleased that we have been able to do this tonight in order to allow all Members to fully scrutinise and debate these issues if they wish.

2. In relation to recommendation 4 of the report, who will decide where alternative proposals, actions or resolutions are appropriate (and against what criteria will this be judged) and what will be the effect if no alternatives are put forward.

#### Response

It will be the responsibility of those Members who call any decision in under the provisions of the Constitution to come forward with alternative proposals, actions or resolutions and it will be a matter of judgement by those Members as to what the criteria should be. The Executive will then decide if it agrees with any alternatives being put forward. Any alternatives suggested however will of course need to be realistic, achievable, measurable and financially robust. Alternative proposals may not be needed in all situations but, failure to submit workable alternative proposals where these are appropriate, is likely to result in a call-in not being accepted.

3. Apart from trying to reduce the number of call-ins by adding additional bureaucracy, would the Leader of the Council explain why

six members of this council are needed for there to be proper scrutiny of his Administration's decisions.

Response

I think all Members would agree that there are currently too many call-ins. The introduction of a threshold of around 10% of Members will allow us to focus the powers of call-in more effectively on those issues where there is genuine concern across the Chamber.

**Deemed motion on behalf of Administration**

That the report be adopted and its recommendations carried into effect.

**Amendment by Labour Group**

Recommendation 2. Delete "six" insert "four"

Recommendation 7. Delete the words "The Members" Insert in place thereof "At least two of the members"

For clarity, the full recommendations would read as follows:

2. Any requisition submitted must in writing must be in writing and must be signed by at least four members representing between them no less than two groups.

7. At least two of the members submitting call-in requisition or a group representative must attend the meeting of the Overview and Scrutiny Board where the called-in decision is to be reviewed.

Following debate, the amendment on behalf of the Labour Group **was NOT CARRIED** by 26 votes to 23 (see division 1) and the deemed motion on behalf of the Administration was **CARRIED** by 28 votes to 23 (see division 2).

**RESOLVED:**

**That the following changes to the operation of call-in be made:**

- 1. Key executive decisions only can be subject to call-in;**
- 2. Any requisition submitted must be in writing and must be signed by at least six members representing between them no less than two groups;**
- 3. Decisions may only be called-in once and that decisions are not eligible for call-in if there has been pre-decision scrutiny;**
- 4. Requisitions must specify the decision to which it relates and must not only set out the grounds or reasons relied upon but, where appropriate, also suggest alternative proposals, actions**



or resolution of the matter. This will in turn set the parameters within which the decision called-in can be reviewed;

5. Requisitions must not be vexatious, frivolous or repetitive;
6. The Monitoring Officer be authorised to decide whether a call-in is valid as assessed against the agreed criteria and that it is otherwise an appropriate use of the call-in process;
7. The members submitting a call-in requisition or a group representative must attend the meeting of the Overview & Scrutiny Board where the called-in decision is to be reviewed;
8. The provisions relating to “holding” requisitions as set out in paragraph 17(j) of the Overview & Scrutiny procedure rules be deleted.

The Monitoring Officer be authorised to amend the Constitution in accordance with Appendix 2 of the suggestions proposed by the Governance Committee and any other consequential changes to the constitution.

**18 APPOINTMENT OF A NEW MONITORING OFFICER (agenda item 9)**

A report of the Chief Executive recommended that John Jones, Deputy Director Legal & Governance (oneSource) be authorised to exercise the responsibilities of the Council’s Monitoring Officer with immediate effect. Having declared a prejudicial interest, Mr Jones left the meeting during discussion of this item.

The report was **AGREED** without division and it was **RESOLVED**:

1. That the following individual be authorised to exercise the responsibilities of the statutory officer indicated:  
Monitoring Officer John Jones, Deputy Director Legal & Governance (oneSource), with immediate effect.
2. Pursuant to that appointment the delegations and references made to that statutory role in the Constitution be amended accordingly.
3. To note that the Monitoring Officer appoints Daniel Fenwick as Deputy Monitoring Officer, who will exercise the responsibilities of the statutory officer in his absence.

**19 VACANCY FOR POSITION OF CHAIRMAN OF THE APPOINTMENTS SUB-COMMITTEE (agenda item 10)**

A report of the Chief Executive requested nominations for the position of Chairman of the Appointments Sub-Committee.

**Nomination by the Conservative Group**

That Councillor Damian White be appointed Chairman of the Appointments Sub-Committee.

The nomination was **AGREED** without division and it was **RESOLVED**:

**That Councillor Damian White be appointed Chairman of the Appointments Sub-Committee.**

20 **CHANGES TO THE CONSTITUTION (agenda item 11)**

A report of the Governance Committee proposed changes to the Constitution concerning Members' common law right to access documents on a 'need to know' basis and concerning the rules of procedure relating to budget setting.

**Questions by Residents' Group and Responses by the Administration**

1. Would the Cabinet Member agree to providing members with a full budget timetable as soon as practically possible to allow any alternative budget to be submitted to council and duly debated at the council tax setting meeting?

**Response**

The Councils Corporate Plan is already published and available to all Members of Council. Budgetary and financial information is regularly brought to the Overview and Scrutiny Board.

2. In relation to recommendation 1 of the report, would the Leader of the Council confirm that the Chief Executive will provide fully documented reasons if denying members access to any documents.

**Response**

Members have a Common Law right to information if they are able to demonstrate that they have a need to know that information. It is for the Monitoring Officer to determine if a Member making a request for information held has such a right to access it. Every request will be dealt with on an individual basis and if rejected a reasoned decision will be given.

The report was **AGREED** by 30 votes to 3 (see division 3) and it was **RESOLVED** that:

1. **The Protocol on Member/Officer Relations be amended to authorise the Monitoring Officer to decide, on a case by case**

basis, a Member's common law right to access documents; with a right of appeal to the Chief Executive in instances where the request is denied.

**2. To replace paragraph 2.9 of the Council's Budget and Policy Framework Procedure Rules with the following:**

**"2.9 If following consideration of the Executive's budget proposals, Council has any objection to them, it must inform the Leader of any objections which it has to the Executive's proposals and must give the Leader instructions requiring the Executive to reconsider, in the light of those objections, those proposals in accordance with Council's requirements.**

**2.10 Where Council gives instructions in accordance with paragraph 2.9, it must specify a period of at least five working days beginning on the day after the date on which the Leader receives the instructions on behalf of the Executive within which the Leader may:**

**2.10.1 submit a revision of the proposals as amended by the Executive, which have been reconsidered in accordance with Council's requirements, with the Executive's reasons for any amendments made to the proposals, to Council for Council's consideration; or**

**2.10.2 inform Council of any disagreement that the Executive has with any of Council's objections and the Executive's reasons for any such disagreement.**

**2.11 When the period specified by Council, as referred to in paragraph 2.10, has expired Council must, when setting the budget, take into account:**

**2.11.1 any amendments to the proposals that are included in any revised proposals;**

**2.11.2 the Executive's reasons for those amendments;**

**2.11.3 any disagreement that the Executive has with any of Council's objections; and**

**2.11.4 the Cabinet's reasons for that disagreement; which the Leader submitted to Council, or informed Council of, within the period specified.**

**2.12 If the Executive's budget proposals are submitted to Council on or after 8th February in the preceding financial year, rules 2.9 to 2.11 apply subject to the Council's statutory duty to make budget calculations before 11<sup>th</sup>**

**March in the preceding financial year and the ability to charge council tax from 1<sup>st</sup> April.”**

- 3. It be noted that Paragraph 2.12 has been added to give effect to the Committee’s recommendation that the delay this procedure will inevitably cause does not override the Council’s duty to make budget calculations on time and the financial imperative to issue council tax bills well in advance of 1 April. 7 February is the deadline stipulated in the relevant regulations (see paragraph 3.1 and Appendix 1 of the Committee’s report).**
- 4. The Monitoring Officer be authorised to amend the Constitution in accordance with the proposals in paragraphs 1 & 2.**

**21 ANNUAL REPORTS OF COMMITTEES AND MEMBER CHAMPIONS (agenda item 12)**

A procedural motion that item 14 (Motions for Debate) be heard at this point of the meeting was **NOT CARRIED** by 28 votes to 23 (see division 4).

A request from the Independent Residents’ Group for an emergency agenda item concerning a fire at Launderers Lane was refused by the Mayor. The Mayor gave an update advising that no health concerns had been raised in relation to the fire and that people living or driving nearby should ensure that windows were kept closed.

The annual reports of the following Committees and Member Champions were received:

**AUDIT COMMITTEE**

**PENSIONS COMMITTEE**

**OVERVIEW AND SCRUTINY BOARD**

**CHILDREN & LEARNING OVERVIEW AND SCRUTINY SUB-COMMITTEE**

**CRIME & DISORDER SUB-COMMITTEE**

**ENVIRONMENT OVERVIEW AND SCRUTINY SUB-COMMITTEE**

**HEALTH OVERVIEW AND SCRUTINY SUB-COMMITTEE**

**INDIVIDUALS OVERVIEW AND SCRUTINY SUB-COMMITTEE**

**TOWNS & COMMUNITIES OVERVIEW AND SCRUTINY SUB-COMMITTEE**

**MEMBER CHAMPION FOR THE ARMED FORCES**

**MEMBER CHAMPION FOR EQUALITY AND DIVERSITY**

**MEMBER CHAMPION FOR THE HISTORIC ENVIRONMENT**

**MEMBER CHAMPION FOR THE OVER 50S**

**MEMBER CHAMPION FOR THE VOLUNTARY SECTOR COMPACT**

**MEMBER CHAMPION FOR YOUNG PEOPLE**

**22 MEMBERS' QUESTIONS (agenda item 13)**

Fifteen questions were asked and replies given. The text of all questions submitted and their answers, as well as a summary of the supplementary questions and answers is shown at appendix 2 to these minutes.

**23 IMPACT OF PARKING ON TOWN CENTRES (AGENDA ITEM 14A)**

**Motion on behalf of the Residents' Group**

In light of the Administration's decision to negatively affect the health of our Town Centres by the large jump in parking charges, removal of free parking including evenings, overnight and on Sundays, this council calls for there to be an immediate assessment on the likely impact this will have on the vibrancy of our valued Town Centres, together with ways that this can be mitigated.

**Amendment on behalf of the Conservative Group**

This Council notes that vibrancy of town centres is determined by a range of factors, including external environmental improvements, and welcomes the commitment of the Administration to bring forward plans to support our town centres as a destination of choice.

Following debate, the amendment by the Conservative Group was **AGREED** by 27 votes to 24 (see division 5) and **AGREED** as the substantive motion by 27 votes to 21 (see division 6).

**RESOLVED:**

**This Council notes that vibrancy of town centres is determined by a range of factors, including external environmental improvements, and welcomes the commitment of the Administration to bring forward plans to support our town centres as a destination of choice.**

**24 CLIMATE CHANGE EMERGENCY IN HAVERING (AGENDA ITEM 14B)****Motion on behalf of the Upminster and Cranham Residents' Group**

This Council notes:

The United Nations Intergovernmental Panel on Climate Change's warning that we have 12 years to make the necessary changes to limit a rise in global temperatures by 1.5c. Failure to act will see a marked increase in sea levels and flooding, extreme and abrupt changes to weather patterns, crop failures, extinctions of plant, insect and animal species and global economic disruption and crisis. This will detrimentally impact on the well-being of the people of Havering and billions of people around the world.

At the Global Climate Talks in Poland last December the UK, along with over 200 nations, agreed action on Climate Change with a much greater role strongly implied for Local and Regional Authorities like Havering in assisting Governments to achieve their carbon emission savings.

In the words of Sir David Attenborough:

"Right now, we are facing a man-made disaster of global scale. Our greatest threat in thousands of years - **Climate Change**. If we don't take action, the collapse of our civilisations and the extinction of much of the natural world is on the horizon. The world's people have spoken. Their message is clear. Time is running out.'

The Council therefore resolves to:

1. Declare a Climate Emergency and publicise this to the people of Havering to raise awareness, and support the public to take effective action.
2. Request Cabinet initiate a full Environmental Audit of Havering Council to measure its carbon footprint, identify hotspots and work toward being carbon neutral in line with the latest targets set and agreed by the United Nations Intergovernmental Panel on Climate Change; with Cabinet to report to the first meeting of the working party, referred to at 4. below, on the scope of the environmental audit.
3. Significantly improve our recycling rate to reach the target of 55% by 2025, and ask that the Cabinet implement a range of short term measures to improve recycling rates, in advance of a full review of the waste collection and disposal service.
4. Set up a Councillor Working Party including the appropriate Cabinet Lead with a remit to:
  - a) Commission and oversee the Environmental Audit;

- b) Consult expert opinion in the field, as appropriate;
- c) Identify practical measures to reduce emissions and the Council's carbon footprint;
- d) Encourage action in the wider community, businesses and other key organisations e.g. NHS and Educational Institutions;
- e) Report to Full Council within six months with an action plan to address the emergency and incorporating proposals on the investment implications of this proposed activity.

5. Consider Environmental Impact as part of any new policy.

6. Seek to collaborate with other Local and Regional Authorities on emission reduction projects as appropriate and to request that the Leader of the Council write to the Minister of State for Climate Change and Industry, requesting that national policy is urgently developed to reflect the seriousness of the current emergency and to release funds to local authorities that would allow them to take the necessary measures at the local level.

### **Amendment on behalf of the Independent Residents' Group**

Council agrees calls to declare "a climate emergency" are misplaced because man-made climate change is an elementary scam requiring only a basic understanding of carbon dioxide to understand.

Carbon dioxide is essential to life on earth as Humans/Animals cannot even breathe without it and its the food plants breath to make them grow. Carbon dioxide is a tiny fraction of the atmosphere **0.038%** and the man made emissions are a tiny fraction of natural and variable carbon dioxide, making any man made emissions irrelevant as easily eclipsed by natural variations.

Thus to believe a tiny fraction of man-made carbon dioxide emissions determines climate is a religious rather than scientific conviction, particularly as there are many things that determine climate including the sun, moon, gulf stream, oceans, volcanoes, clouds, water vapour and other greenhouse gases.

This matters locally because the recycling agenda promoted by climate change legislation has made waste disposal so expensive its resulted in a worldwide epidemic of fly-tipping, including plastics, which undermines the environment and costs all councils, including Havering, many £millions to clear.

The amendment on behalf of the Independent Residents' Group was **NOT AGREED** by 40 votes to 3 (see division 7) and the motion on behalf of the Upminster and Cranham residents' Association Group was **NOT AGREED** by 30 votes to 17 (see division 8).

No motion was therefore agreed.

25 **CCTV COVERAGE IN THE SOUTH OF THE BOROUGH (AGENDA ITEM 14C)**

**Motion on behalf of the Independent Residents' Group**

Growing investment in the south of the borough as outlined in June 12<sup>th</sup> Cabinet report shows the need and opportunity to improve CCTV coverage in the area as part of a package of measures to improve public safety to the residents of Havering. Thus Council calls on the Executive to extend CCTV coverage in the south of the borough, including main routes in and out of London Bid and Rainham Village Conservation Area.

The motion on behalf of the Independent Residents' Group was **NOT AGREED** by 28 votes to 23 (see division 9).

No motion was therefore agreed.

26 **CLIMATE CHANGE IN HAVERING (AGENDA ITEM 14D)**

**Motion on behalf of the Labour Group**

This Council acknowledges public concerns relating to:-

- 1) the impact of Climate Change;
- 2) the reduction in air quality; and,
- 3) the need to improve significantly recycling of waste products

and therefore calls upon the Executive to review its policies to ensure that Havering leads the way on environmental protection.

The motion on behalf of the Labour Group was **AGREED** by 48 votes to 3 (see division 10).

**RESOLVED:**



**Motion on behalf of the Labour Group**

**This Council acknowledges public concerns relating to:-**

- 1) the impact of Climate Change;**
- 2) the reduction in air quality; and,**
- 3) the need to improve significantly recycling of waste products**

**and therefore calls upon the Executive to review its policies to ensure that Havering leads the way on environmental protection.**

**27 SUPPORT TO POLICE WORK (AGENDA ITEM 14E)**

**Motion on behalf of the Conservative Group**

This Council welcomes the recent steps taken by the administration to support the work of the police within Havering through the future introduction of section 92 police officers; and the acquired option to purchase of the Hornchurch Police station; both of which will deter crime across the Borough.

**Amendment on behalf of the Residents' Group**

This Council welcomes steps to support the work of the police within Havering including the possible introduction of section 92 police officers and the potential option to purchase Hornchurch Police station. This council looks forward though to being regularly updated with progress reports on both schemes to demonstrate the effectiveness and value for money of these initiatives.

**Amendment on behalf of the Independent Residents' Group**

Few doubt the need for more 'bobbies on the beat', but **Council agrees** they should be funded by Government and GLA [precept](#) not by council-tax payers, particularly in Havering which is already penalised with poor staffing levels and funding compared to inner-London boroughs.

Locally the Council Leader has announced plans to purchase Hornchurch Police Station for an undisclosed sum and employ 5 Metropolitan police officers for 3 years for over £900,000! Even before contracts are signed he has been advertising these plans in conservative leaflets with headlines saying the council is keeping "Hornchurch Police Station open" and supporting "bobbies on the beat" to protect the public! This sounds worthy, but **Council agrees** the headlines aren't entirely honest.

After the Mayor ordered the closure of Hornchurch Police Station and all Safer Neighbourhood Team bases, it does make sense for the council to

step in to keep Hornchurch open as a **base** for police operating in the south of the borough, because of the delays in travel time if operating from Romford. However the conservative leaflets are misleading because it will mostly be operating as a **police base** rather than a **police station** open to the public.

Also employing 5 police officers seems worthy too, but will they be “bobbies on the beat” **or more likely deployed elsewhere** and will they be good value for money once all the extraction days, holidays and illnesses have been factored in. This matters because during a period of cuts priorities matter and **Council agrees** its odd the Council Leader has suddenly found over £900,000 **after** the February budget meeting in which he declared there was no money to keep Chafford leisure centre open, **despite all the health and social benefits of doing so.**

Nevertheless this Council welcomes steps to support the work of the police within Havering including the proposed option to purchase Hornchurch Police Station and introduction of section 92 Police Officers **as long as** Members are provided with regular updates and progress reports on both schemes to demonstrate the merit, effectiveness and value for money of these initiatives.

The amendment on behalf of the Residents’ Group was **NOT AGREED** by 33 votes to 11 (see division 11); the amendment on behalf of the Independent Residents’ Group was **NOT AGREED** by 33 votes to 11 (see division 12) and the motion on behalf of the Conservative Group was **AGREED** by 34 votes to 6 (see division 13).

#### **RESOLVED:**

**This Council welcomes the recent steps taken by the administration to support the work of the police within Havering through the future introduction of section 92 police officers; and the acquired option to purchase of the Hornchurch Police station; both of which will deter crime across the Borough.**

#### **28 VOTING RECORD**

The record of voting decisions is attached at appendix 3.

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**Mayor**

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Mr Mayor,

Since we last met, there have been development and progress within a number of areas and I would like to take this opportunity to highlight them to members.

## **Armed Forces Day**

Two Saturdays ago, I joined you in paying tribute to the men and women of our Armed Forces, people that put their lives at risk to safe guard our freedoms and communities. This event was attended by many well wishers from across the Borough, and highlights the special esteem that residents in this Borough have towards our the armed forces.

Whilst we are not a military borough, with no active bases currently in Havering, we do have a strong connection with the RAF and the Army, and I am pleased that our Council is part of the armed forces covenant.

## **Highways Programme**

Our highway programme is now entering the second quarter, with the next set of roads and pavements being announced. This is part of our 40 million investment package to create a network that supports our residents in going about their business through clearing a backlog of repairs.

I would draw all members attention to the latest edition of the living, which contains a list of the roads and pavements which will benefit from this additional investment. Feedback from local residents has been extremely positive.

### **Cleaner**

With a renewed highway network, it is this administration ambition to keep it clean and tidy. The 400,000 extra investment within our street cleaning team is helping to reduce the presence of litter across Havering, and our deep clean, which has finished in Romford and is soon to be rolled out across Upminster, Elm Park, Hornchurch, and Rainham will see the removal of ingrained dirt and grim that has built up over many years.

### **Safety**

On Monday, I was able to sign the Executive Decision to formally accept the option to purchase the Hornchurch Police Station, thereby safeguarding an operational police presence within Hornchurch for the next ten years. This, coupled with the section 92 police officers, means that our authority is committed to supporting our brave men and women within the police force, and doing everything possible to tackle crime and the perception of crime.

### **Regeneration**

Two weeks ago, the Deputy Leader of the Council handed over the keys to a newly built property within the Briar Road Village Square. These new properties are the start of a major programme of Council housing delivery, which will see Havering Council build more new Council homes than anytime since the start of the 1990s.

I am informed that the new resident was overwhelmed by the quality of finish and opportunity that she has been given by moving into one of our new Council properties. I wish her and her family the very best in her new accommodation.

Within the next month, demolition of Napier & New Plymouth Houses will commence, kick starting a wave of regeneration in the South of Havering. This will lead to new council accommodation, new sporting facilities, new opportunities for our residents to benefit from the wider regeneration of Havering. This is one of the most exciting elements of work that our Council is involved within and I will ensure that a regular report on progress is brought to cabinet to ensure that all members are kept informed.

To ensure that no part of our housing stock is neglected, last night Cabinet endorsed a 10 million investment package within our existing estates, to improve the external environmental aspects that were not dealt with by the decent homes programme.

This highlights our commitment to improving the quality of our environment, being the foundation of all what we do.

Thank you for the time Mr Mayor.

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## Appendix 2

FULL COUNCIL, Wednesday 10 July 2019

### MEMBERS' QUESTIONS

#### Pavement Weed Control

- 1) **To the Cabinet Member for Environment (Councillor Osman Dervish)**  
**From Councillor Reg Whitney**

Now that road sweepers no longer sweep residential roads, would the Cabinet Member confirm how the weeds and grass are removed from pavements and kerbs?

#### **Answer**

It is misleading to suggest that residential roads are not swept.

Nothing has materially changed in how the street cleansing service is delivered except that, following the additional investment of £400,000, we have actually increased how often we clean our streets.

All residential roads are now serviced every 10 days by our street cleansing teams who take whatever action is needed to ensure the road is left clean. This could range from a litter pick to a full sweep using either hand brooms or mechanical sweepers.

The standard of cleanliness achieved is checked by a team leader

To compliment the street cleansing service and control weeds, all roads are sprayed four times each year by a contractor. The weeds can take up to 21 days to die off following spraying and any large dead weeds should then be scraped out and removed as part of the street cleansing service.

If there are particular areas of concern we will be happy to investigate.

A supplementary question asked for further details of how weeds were removed. The Cabinet Member responded that weeds were sprayed four times a year and were removed once they were dead.

#### Removal of Bubble Gum from Pavements

- 2) **To the Cabinet Member for Environment (Councillor Osman Dervish)**  
**From Councillor Jeffrey Tucker**

The Council received funding to remove bubble-gum from our pavements and a deep clean by Romford station, which certainly needed it, has been undertaken. However will the funding extend to Rainham?

#### **Answer**

As part of our Cleaner Havering campaign, in the same way we did with South Street in Romford, we will be seeking the support of local businesses by asking

## **Council, 10 July 2019**

them to display posters after the clean up which we hope will deter people from dropping gum in the future.

Yes, plans are in place to arrange for a deep clean in Rainham village during August. This will include Bridge Road, Wennington Road (Broadway to the post office), Ferry Lane up to the station and Upminster Road South (Bridge Road to Rainham Recreation Ground).

The Council is pleased to bring forward investment in the street cleansing service and that a deep clean of all the town centres will take place, and be programmed for the future as a regular occurrence.

The Cleaner Havering Campaign will build upon this, to make our town centres welcoming to all visitors.

A supplementary question asked for assurance that such a clean would definitely take place in Rainham. The Cabinet Member confirmed that the Rainham area would be cleaned in August 2019.

## **Tree Planting Programme**

### **3) To the Cabinet Member for Environment (Councillor Osman Dervish ) From Councillor Gillian Ford**

It is good to see street tree planting taking place across the Borough, improving air quality, including within the Cranham Ward. Could the Cabinet Member advise this Council:

- How many new trees have been planted across the Borough during this planting season;
- The average cost per tree and the total seasonal cost.

#### **Answer**

Between November 2018 and March 2019, 192 trees were planted across the Borough, costing around £120 per tree and totalling around £23,000 for last year.

A supplementary question asked how many of this season's new trees had to be removed due to their dying from a lack of water. In response, the Cabinet Member stated that he would obtain the figures for this.

## **Neighbourhood Plans**

### **4) To the Cabinet Member for Environment (Councillor Osman Dervish) From Councillor Paul McGeary**

Will the Lead Member welcome the formation of neighbourhood forums in Havering with the aim of preparing Neighbourhood Plans introduced by the Localism Act 2011?

**Answer**

The Council is committed to ensuring that Havering remains a place where people want to live and businesses wish to invest and will prosper. Havering's new Local Plan will provide an up to date, strong and responsive planning framework for this.

Its preparation included public consultation so that the community and other stakeholders could help shape the plan and ensure that it took account of their views.

The Council has welcomed the responses received and considered these when finalising the Local Plan.

Further planning work will be undertaken once the Local Plan is adopted to identify the sites necessary for development to enable the delivery of the Local Plan.

The Council will meet its responsibilities for further statutory consultation and engagement with the community and other stakeholders.

It is several years since the Localism Act came into force. The Council is not aware of any proposals since then to set up neighbourhood forums or to prepare neighbourhood plans.

The Council is satisfied that continuing to ensure that the community and stakeholders have a full role in its plan-making through effective consultation is the best way of making sure their aspirations are reflected in its plans.

A supplementary question asked what level of support the Administration would provide to local residents wishing to form a Neighbourhood Forum. The Leader of the Council responded that the Administration would provide any required statutory support to residents who wished to develop a Neighbourhood Forum.

**Portal and process for reporting incidents and issues to Havering Council**

**5) To the Cabinet Member for Public Protection and Safety (Councillor Viddy Persaud )**

**From Councillor Martin Goode**

Can the Cabinet Member please explain, if there are any enhancements underway, in order to improve the current system in identifying and escalating issues and reported incidents to the appropriate department/authorities?

Currently the online reporting system is far from user friendly and telephone enquiries are often being transferred to the incorrect department with no follow up.

**Answer**

The Contact Centre based within Customer Services provides a front line service for a range of services. The Council invested in a new Website which

went live 2 years ago, improving the residents online experience when searching for information and reporting issues.

There are a number of initiatives to further improve the residents experience and to ensure issues/requests are accurately recorded, tracked and monitored. The existing Customer Relationship Management System (CRM) is being replaced and due to go live in Autumn 2020. This will provide a single point to record all customer contact through the MY Havering portal, ensuring accurate recording, monitoring, escalation and progress, whilst routing requests accurately through to the correct department. Having a single view of all requests will also improve reporting and allow issues to be escalated quickly and resolved in a more timely fashion.

Environmental services are also implementing a new online application called "Love Clean Streets" allowing residents to report issues on any mobile device. This will provide the ability to upload pictures and categorise the type of problem, whilst also allowing the request to be tracked by residents.

Finally, the Contact Centre Telephony system is also being replaced with a new Cloud based solution. This will introduce greater functionality than the existing system, providing intelligent routing for all calls, improving the accuracy of transferring calls to the correct department first time.

The Customer Services department has been supported in a Service Review which uses established best practice to identify process and service improvements. Concept cases are being developed to take forward identified potential improvements.

A supplementary question asked if enhancements could be introduced as soon as possible. The Cabinet Member responded that new systems would have to be tested to ensure that they were robust enough before they could be introduced.

## **Fraudulent use of Blue Badges**

### **6) To the Cabinet Member for Environment (Councillor Osman Dervish) From Councillor Paul Middleton**

Would the Cabinet Member confirm, for each of the past 3 years, how many Blue Badges have been confiscated by the Council for their fraudulent use?

#### **Answer**

#### **Confiscated Blue badges over the past 3 years;**

2016/17 - 9

2017/18 - 8

2018/19 - 4

As part of our normal enforcement patrols, Civil Enforcement Officers may randomly inspect a blue badge where necessary but does require the driver of the vehicle to be present. An identity check is then verified by the CEO and information gathered so as to evidence whether the badge being displayed is genuine and is being legitimately used.

However, we want to reduce any form of theft or misuse and that is why our enforcement officers will confiscate badges they believe to be fake or out of date, or if they believe the person using it is not the genuine user. This is in addition to a Penalty Charge Notice being issued.

A supplementary question asked how much revenue had been lost due to fraudulent use of Blue Badges and how fraudulent use of the badges in school pick-ups could be addressed. The Cabinet Member replied that it was difficult to quantify the exact revenue figure lost and that more regular warden patrols were now undertaken at school pick-up areas.

## **Planning Developments**

### **7) To the Leader of the Council (Councillor Damian White) From Councillor Graham Williamson**

Could the Council confirm how many housing units have been passed for development by planning, by the Mayor or on Appeal since May 2018 and how that number splits between apartments and houses?

#### **Answer**

Between 1<sup>st</sup> May 2018 and 24<sup>th</sup> June 2019 the following number of approvals have been issued:

By the Council:

357 houses or bungalows  
1234 flats, apartments or maisonettes  
125 studios/bedsits

By the Mayor/Greater London Authority

64 houses or bungalows  
472 flats, apartments or maisonettes

By the Planning Inspectorate on appeal:

16 houses or bungalows  
103 flats, apartments or maisonettes

In total, 2371 homes have been granted permission.

A supplementary question asked if the Council should be putting more pressure on developers to deliver the type of family homes needed in Havering. The

Leader of the Council agreed that the Council should provide the types of homes needed by residents, where this was possible and permitted.

## **Parking Consultation**

**8) To the Cabinet Member for Environment (Councillor Osman Dervish)  
From Councillor Linda Van den Hende**

In relation to the decision to withdraw the 30 minutes free parking period, would the Cabinet member confirm how many objections were received and how many responses there were to the formal consultation following the publication of the Public Notice on 26 April?

**Answer**

The Fees & Charges 2019/20 were agreed by Cabinet on 13th February 2019, and Full Council on 27th February 2019 and were subsequently introduced on 3rd June 2019.

The Council have complied with their Statutory obligations by way of advertising with statutory notices displayed at every location whereby charges exist.

22 comments were received in response to the statutory notices, of which 4 related to the removal of the free 30 minutes.

A supplementary question asked for details of how many objections had been received. The Cabinet Member clarified that 16 of the comments related to parking charges and four of these to the 30 minutes issue. The Cabinet Member added that there did not necessarily need to be any changes made arising from a consultation process.

**9) To the Cabinet Member for Environment (Councillor Osman Dervish)  
From Councillor Carole Beth**

When will the Executive complete its review of pesticides used by the authority and bring a report to Cabinet in accordance with the Motion passed at Full Council on 21st November 2018?

**Answer**

Officers are reviewing the use of herbicides, which form just one of a variety of different weed control methods employed within Havering. Havering uses various weed control practices on the public highway, in parks and open spaces, and on council housing land, depending on local requirements and in recognition that no one practice can be viewed as an overall solution.

As part of this review, officers have contacted the Amenity Forum, the Pesticide Action Network and a number of different councils employing alternative weed control practices. Officers have also discussed various options, including indicative costs, with its current weed control provider, SH Goss, who are well-regarded in the industry and who have trialled a number of different alternative treatments in recent years. Furthermore, Havering has also received and

## **Council, 10 July 2019**

reviewed a practical demonstration of a relatively new foam treatment, and discussed this with other councils that have adopted it.

A paper has been produced which outlines the current position and addresses alternative options for weed control based on officer findings. This is currently being reviewed and will be presented to Cabinet in October.

A supplementary question asked if carcinogenic pesticides were being used on any Havering streets or parks. The Cabinet Member responded that he would check this with the current contractor and confirm.

## **Unauthorised Traveller Encampments**

### **10) To the Cabinet Member for Public Protection and Safety (Councillor Viddy Persaud)**

#### **From Councillor Keith Darvill**

Will the Lead Member for make a statement to Full Council about the progress in obtaining an injunction in the High Court pursuant to Section 61 of the Criminal Justice and Public Order Act 1994 to help prevent further unauthorised traveller encampments in the Borough?

#### **Answer**

The case is almost prepared for issuing an application for a Without Notice Borough Wide Injunction in the High Court. We have been in the process of obtaining and preparing impact witness statements from individuals and local businesses affected by previous traveller incursions some of which has included criminal damage. This has taken longer than expected due to the availability and annual leave of external witnesses. This is key evidence and without this our case is considerably weaker which will affect the chances of success in obtaining an Order.

We are expecting to be able to issue the proceedings in July 2019 (provided all outstanding matters are dealt with and impact evidence as above is finalised).

## **Sponsorship of the Havering Show**

### **11) To the Leader of the Council (Councillor Damian White) From Councillor Ray Morgon**

Given that London City Airport are sponsoring the Havering Show and have created a promotional video about Havering, in which the Leader of the Council appeared, will this leave Havering Council in a difficult position to push back on future airport expansion plans that might be detrimental to Havering residents

**Answer**

London City Airport looks to support organisations which enable significant and positive change for communities near London City Airport.

Indeed Aaron Uthman, Community Relations Ambassador for London City Airport, recently said:

“Havering Show is shaping up to be a fantastic weekend of music, arts and fun, and we hope that families and friends in the borough turn out in force on the August bank holiday weekend to enjoy the array of activities, including many of our own airport employees who live locally.

“As a close neighbour of Havering, London City Airport is proud to support the show, which is another example of the creativity and community spirit on our doorstep.”

However, this sponsorship does not detract from our position as representatives of our Havering communities. If there is a need for us to lobby against any plans that adversely affect residents, then we will still do so.

I also hope you can support the Havering Show which is so popular with residents and not support calls to end it and stop funding this and other important public events throughout the year that bring our communities together and help foster social cohesion.

A supplementary question asked if the Council would press for further consultation on the proposed expansion of London City Airport and associated rise in numbers of flights over Havering. The Leader of the Council responded that it was important to ensure that both residents and Councillors responded to the consultation. Recent rises in flight numbers over Havering had been principally due to changes introduced by the Civil Aviation Authority (CAA). The Leader had recently met with CAA representatives and would share details of their complaints process re aircraft noise.

**Minute’s Silence at Council**

**12) To the Leader of the Council (Councillor Damian White)  
From Councillor David Durant**

At Council it’s custom and practice for the Mayor to call for a minute’s silence to pay respects to all ex/councillors who have died. However extending tributes beyond this, particularly to people we don’t know and with no connection to the Borough creates a problem of who to include and not include to avoid accusations of political bias and risk disrespecting both those named and those not included. Hence once you include some you have to include others and this cheapens the practice of paying respects, by encouraging virtual signalling and making it potentially party political and contentious.

The Council has received a growing number of requests from Government to lower flags and hold silences for certain events described as “terrorist”, which



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are heeded but without these requests, there should be **no** minute's silences to avoid the matter becoming arbitrary? Hence does the Council Leader agree there shouldn't be any one minute's silences beyond tributes to former councillors without agreement of all group leaders, unless the silence follows an official request from the Government to do so, as on previous occasions?

**Answer**

In this instance, the Mayor exercised his discretion in calling for a Minute's Silence to honour those who lost their lives in the terrorist attacks that took place in New Zealand and Sri Lanka.

I support the Mayor in his decision and am proud that along with other London Authorities, Havering chose to remember the victims in this way.

I cannot understand why Councillor Durant would wish to object to the Council paying its respects and find his objection distasteful.

Terrorism is indiscriminate and people from all cultures and creeds lost their lives in these events. I consider it fitting that we should take a moment to remember the victims.

A supplementary question asked if the Leader felt that the determination of whether to hold a minute's silence was a political matter for the Executive. The Leader responded that this was at the discretion of the Mayor and that he fully supported the Mayor's decision. The Leader was proud that the Council held an Annual Holocaust Memorial Day which remembered victims of terrorism and felt that this showed the strength of Havering's community cohesion.

**Fire Risk Assessments for Council Housing Stock**

**13) To the Cabinet Member for Housing (Councillor Joshua Chapman )  
From Councillor Chris Wilkins**

Can the Cabinet Member for Housing confirm that all Fire Risk Assessments (FRAs) have been completed for all of the Council's housing stock, in line with the Fire Safety Order regulations and in line with prescribed timescales; which are linked to the relevant Fire Management Plan?

**Answer**

All our housing stock currently have a valid fire risk assessments in line with the Fire Safety Order Regulations.

Previously all high risk buildings, (that is sheltered housing, hostels, housing of multiple occupation and high rise blocks) have previously had Fire Risk assessments undertaken every two years. This has now been changed to an annual inspection. Whilst this is not a legislative requirement we feel it is the right thing to do.

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Medium to low risk building (Blocks under 5 storeys) have Fire Risk Assessments carried out every 3 years.

A supplementary question asked if repairs identified as part of fire risk assessments had been carried out to timescale and with sufficient quality. The Cabinet Member responded that officers worked to fire risk assessment action plans and that required work was done to timescale.

**Havering Community Wardens**

**14) To the Cabinet Member for Housing (Councillor Joshua Chapman)  
From Councillor Tele Lawal**

What are the proposed alternative arrangements for Community Wardens in Havering?

**Answer**

The proposal has been to create a one Council approach to enforcement and ensure consistency and the effective use of resources to tackle these issues.

The community wardens alongside a number of other officers/ teams (including street scene, parks protection and community safety) transferred to the Enforcement group within Environment in late Summer 2017 to establish a cohesive enforcement approach for Havering.

The new model proposes that the existing roles of the community wardens change from purely engagement and patrol, to enforcement led across all our housing estates. As part of the daytime enforcement activity, there will be teams operating for a 12 hour daily period, Monday to Saturday, and dedicated ward and housing estate patrols.

In addition, there will be additional capacity and support from the new tactical enforcement team, to cover the night-time period from Thursday to Saturday alongside the recently agreed Council funded S92 Police Officers. This will further enhance enforcement with a visible presence across Havering's housing estates.

A supplementary question asked if the Cabinet Member was aware of staff concerns re the restructure and what had been put in place to mitigate these concerns? The Cabinet Member stated that the restructure had gone through the Council's consultation programme and that he wished for staff to undertake retraining and to learn new skills.

## **Special Responsibility Allowance Paid to Committee Chairmen**

**15) To the Leader of the Council (Councillor Damian White)  
From Councillor Ray Morgon**

In the last municipal year, several committee chairmen earnt well over £1,000 an hour with the highest earning well over £2,500 an hour. Would the Leader of the Council confirm if he feels that the council has received value for money from these Chairmen?

### **Answer**

Special Responsibility Allowances are awarded to those members by Full Council when tasked with undertaking additional duties such as being the chairman of a committee, for example. The allowance levels are determined by Full Council, having regard to the report by the London Council's Independent Remuneration Panel, the most recent of which was released in 2018.

I do not recognise the figures that Councillor Morgon cites in his question, however an hourly rate is not featured in the Member Allowances Scheme, nor in the Panel's report.

Anecdotally, it appears to be based on time spent chairing meetings. Councillor Morgon tries to get us to believe that the generous allowance paid to him as Leader of the Opposition is also for work undertaken outside formal committee meetings and similarly, the Special Responsibility Allowances paid to Committee Chairmen also reflect what informal work is done behind the scenes. This includes discussion with officers, undertaking research, attending training, reading agenda and briefing papers, amongst other things.

It is worth noting that the Special Responsibility Allowances paid to Chairmen fall below the levels recommended by the Independent Remuneration Panel as we are committed to giving the ratepayers of this Borough value for money

I believe our committee chairmen are value for money Mr. Mayor and I congratulate them on their hard work and dedication.

A supplementary question asked whether, given the IPSOS MORI poll had indicated the Council gave low value for money, and that the peer review had called for better scrutiny, the cross-party scrutiny review should now be revived. The Council Leader reiterated his commitment to giving local people value for money and added that the Council had been highlighted as efficient.

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VOTING RECORD

<i>DIVISION NUMBER:</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>6</i>	<i>7</i>	<i>8</i>	<i>9</i>	<i>10</i>	<i>11</i>	<i>12</i>	<i>13</i>
The Mayor [Cllr Michael Deon Burton]	O	✓	✓	X	✓	✓	X	X	X	✓	X	X	✓
The Deputy Mayor [Cllr John Mylod]	X	✓	✓	X	✓	✓	X	X	X	✓	X	X	✓
<b><u>CONSERVATIVE GROUP</u></b>													
Cllr Robert Benham	X	✓	✓	X	✓	✓	X	X	X	✓	X	X	✓
Cllr Ray Best	X	✓	✓	X	✓	✓	X	X	X	✓	X	X	✓
Cllr Joshua Chapman	X	✓	✓	X	✓	✓	X	X	X	✓	X	X	✓
Cllr John Crowder	X	✓	✓	X	✓	✓	X	X	X	✓	X	X	✓
Cllr Philippa Crowder	A	A	A	A	A	A	A	A	A	A	A	A	A
Cllr Osman Dervish	X	✓	✓	X	✓	✓	X	X	X	✓	X	X	✓
Cllr Jason Frost	X	✓	✓	X	✓	✓	X	X	X	✓	X	X	✓
Cllr Judith Holt	X	✓	✓	X	✓	✓	X	X	X	✓	X	X	✓
Cllr Sally Miller	X	✓	✓	X	✓	✓	X	X	X	✓	X	X	✓
Cllr Robby Misir	X	✓	✓	X	✓	✓	X	X	X	✓	X	X	✓
Cllr Dilip Patel	X	✓	✓	X	✓	✓	X	X	X	✓	X	X	✓
Cllr Nisha Patel	X	✓	✓	X	✓	✓	X	X	X	✓	X	X	✓
Cllr Bob Perry	X	✓	✓	X	✓	✓	X	X	X	✓	X	X	✓
Cllr Viddy Persaud	X	✓	✓	X	✓	✓	X	X	X	✓	X	X	✓
Cllr Roger Ramsey	X	✓	✓	X	✓	✓	X	X	X	✓	X	X	✓
Cllr Timothy Ryan	X	✓	✓	X	✓	✓	X	X	X	✓	X	X	✓
Cllr Carol Smith	X	✓	✓	X	✓	✓	X	X	X	✓	X	X	✓
Cllr Christine Smith	X	✓	✓	X	✓	✓	X	X	X	✓	X	X	✓
Cllr Matt Sutton	A	A	A	A	A	A	A	A	A	A	A	A	A
Cllr Maggie Themistocli	X	✓	✓	X	✓	✓	X	X	X	✓	X	X	✓
Cllr Christine Vickery	X	✓	✓	X	✓	✓	X	X	X	✓	X	X	✓
Cllr Ciaran White	X	✓	✓	X	✓	✓	X	X	X	✓	X	X	✓
Cllr Damian White	X	✓	✓	X	✓	✓	X	X	X	✓	X	X	✓
Cllr Michael White	X	✓	✓	X	✓	✓	X	X	X	✓	X	X	✓
<b><u>RESIDENTS' GROUP</u></b>													
Cllr Nic Dodin	A	A	A	A	A	A	A	A	A	A	A	A	A
Cllr Paul Middleton	✓	X	O	✓	X	X	O	✓	✓	✓	O	O	O
Cllr Raymond Morgon	✓	X	O	✓	X	X	X	O	✓	✓	X	O	O
Cllr Barry Mugglestone	✓	X	O	✓	X	X	O	✓	✓	✓	X	O	O
Cllr Stephanie Nunn	✓	X	O	✓	X	X	O	✓	✓	✓	X	O	O
Cllr Gerry O'Sullivan	✓	X	O	✓	X	X	O	✓	✓	✓	X	O	O
Cllr Reg Whitney	✓	X	O	✓	X	X	X	✓	✓	✓	X	O	O
<b><u>INDEPENDENT RESIDENTS' GROUP</u></b>													
Cllr David Durant	✓	X	X	✓	X	X	✓	X	✓	X	✓	✓	O
Cllr Tony Durdin	✓	X	X	✓	X	X	✓	X	✓	X	✓	✓	O
Cllr Jan Sargent	✓	X	O	✓	X	O	O	✓	✓	✓	✓	✓	✓
Cllr Natasha Summers	✓	X	O	✓	X	O	✓	O	✓	✓	✓	✓	O
Cllr Jeffrey Tucker	✓	X	X	✓	X	X	O	X	✓	X	✓	✓	O
Cllr Graham Williamson	✓	X	O	✓	X	O	O	O	✓	✓	✓	✓	O
<b><u>UPMINSTER &amp; CRANHAM RESIDENTS' GROUP</u></b>													
Cllr Gillian Ford	✓	X	O	✓	X	X	X	✓	✓	✓	O	X	X
Cllr Linda Hawthorn	✓	X	O	✓	X	X	X	✓	✓	✓	O	X	X
Cllr Ron Ower	✓	X	O	✓	X	X	O	✓	✓	✓	O	O	X
Cllr John Tyler	✓	X	O	✓	X	X	X	✓	✓	✓	O	X	X
Cllr Linda Van den Hende	✓	X	O	✓	X	X	X	✓	✓	✓	O	X	X
Cllr Christopher Wilkins	✓	X	O	✓	X	X	X	✓	✓	✓	O	X	X
<b><u>LABOUR GROUP</u></b>													
Cllr Carole Beth	✓	X	✓	✓	X	X	X	✓	✓	✓	✓	✓	✓
Cllr Keith Darvill	✓	X	O	✓	X	X	X	✓	✓	✓	✓	✓	✓
Cllr Tele Lawal	✓	X	✓	✓	X	X	X	✓	✓	✓	✓	✓	✓
Cllr Paul McGeary	✓	X	O	✓	X	X	X	✓	✓	✓	✓	✓	✓
Cllr Denis O'Flynn	✓	X	O	✓	X	X	X	✓	✓	✓	✓	✓	✓
<b><u>NORTH HAVERING RESIDENTS' GROUP</u></b>													
Cllr Brian Eagling	X	✓	✓	X	✓	✓	X	X	X	✓	X	X	✓
Cllr Martin Goode	X	✓	✓	X	✓	✓	X	X	X	✓	X	X	✓
Cllr Darren Wise	O	✓	✓	X	✓	✓	X	O	X	✓	X	X	✓
<b><u>INDEPENDENT</u></b>													
Cllr Melvin Wallace	X	✓	✓	X	X	X	X	X	X	✓	X	X	✓
<b><u>TOTALS</u></b>													
✓ = YES	23	28	30	23	27	27	3	17	23	48	11	11	34
X = NO	26	23	3	28	24	21	40	30	28	3	33	33	6
O = ABSTAIN/NO VOTE	2	0	18	0	0	3	8	4	0	0	7	7	11
ID =INTEREST DISCLOSED/NO VOTE	0	0	0	0	0	0	0	0	0	0	0	0	0
A = ABSENT FROM MEETING	3	3	3	3	3	3	3	3	3	3	3	3	3
	54	54	54	54	54	54	54	54	54	54	54	54	54

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## **FULL COUNCIL, 25 September 2019**

### **REPORT OF CABINET**

#### **Update of the Council's Medium Term Financial Strategy (MTFS) and budget for 2020/21**

At its meeting on 18 September, Cabinet was due to consider a report (attached) on the Council's Medium Term Financial Strategy and budget for 2020/21.

The report includes summaries of the current national funding outlook, the Council's current financial situation, an update on the Medium Term Financial Strategy, proposals to close the funding gap, the proposed consultation process and an update on the 2019/20 capital programme.

In connection with the 2019/20 capital programme, it is **RECOMMENDED**, subject to approval by Cabinet, that Council agree the following:

- 1. That additional capital budget is added into the 2019/20 Capital Programme of £4 million to fund the Smart Working Programme, with the revenue costs of the capital funding to be met by invest to save from the income raised through renting out spare office capacity freed up by the programme.**
- 2. That £14.7 million is added into the 2019/20 Capital Programme to replenish the capital allocation for new opportunities with capital charges funded from the business cases.**

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## CABINET

**Subject Heading:**

**Update of the Council's Medium Term Financial Strategy (MTFS) and budget for 2020/21**

**Cabinet Member:**

**The Leader, Councillor Damian White**

**SLT Lead:**

**Jane West**

Section 151 officer

**Report Author and contact details:**

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**Policy context:**

The report provides an update on the Medium Term Financial Strategy for the period 2020/21 to 2023/24. It also sets out the process and timetable the Council will follow in order to achieve a balanced budget for 2020/21 including proposals for consultation. Finally, it makes recommendations to amend the 2019/20 Capital Programme.

**Financial summary:**

This report includes:

- the current national funding outlook
- a summary of the Council's current financial situation
- the approach to setting the Council's 2020/21 budget and MTFS for the following three years
- proposed arrangements for budget consultation
- recommendations to amend the 2019/20 Capital Programme.

**Is this a Key Decision?**

Yes – Significant effect on more than two wards

**When should this matter be reviewed?** November 2019

**Reviewing OSC:** Overview and Scrutiny Committee

**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]

<b>SUMMARY</b>
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The Cabinet and full Council last received a report on the Council's Medium Term Financial Strategy (MTFS) in February 2019 when the MTFS was agreed alongside the Council's Corporate Plan for 2019/20. These had been developed side by side to ensure that the improvements to services being pursued by the Administration were properly supported by the Council's budget.

This report updates the Cabinet and Full Council on the Council's current financial position. It presents an overview of the national economic and financial environment within which all local authorities are currently developing their financial plans for the next 4 years. It explains the complex range of factors impacting upon local authority forecast funding streams and expenditure pressures and the Council's position in relation to these matters.

The report sets out the Council's current financial situation, its approach to achieving financial balance over the period 2020/21 to 2023/24, its budget proposals for closing the financial gap for 2020/21 and proposals for budget consultation during the autumn. It also proposes an update to the 2019/20 Capital Programme.

This report consists of the following sections:

- Policy and strategic context
- Summary of the Council's current financial situation
- Update on the Medium Term Financial Strategy
- Proposals to close the funding gap
- The proposed consultation process
- An update on the 2019/20 Capital Programme.

## **RECOMMENDATIONS**

The Cabinet is asked to:

1. Note the financial context.
2. Agree the proposed consultation process and associated timetable as set out in section 1.6.
3. Recommend to Full Council that additional capital budget is added into the 2019/20 Capital Programme of £4 million to fund the Smart Working Programme, with the revenue costs of the capital funding to be met by invest to save from the income raised through renting out spare office capacity freed up by the programme.
4. Recommend to Full Council that £14.7 million is added into the 2019/20 Capital Programme to replenish the capital allocation for new opportunities with capital charges funded from the business cases.

## **REPORT DETAIL**

### **1. Policy and Strategic context**

- 1.1 This report presents an update of the Medium Term Financial Strategy (MTFS) between 2020/21 and 2023/24 that will be developed to continue to deliver the Council's vision, objectives and priorities as set out in the Corporate Plan, whilst maintaining tight financial control and ensuring prudent levels of reserves and balances are maintained.
- 1.2 The Havering Council vision sets out the Administration's intentions to improve services and is focused around four cross-cutting priorities:

#### ***Communities***

Helping young and old fulfil their potential through high-achieving schools and by supporting people to live safe, healthy and independent lives.

#### ***Place***

Making sure that our neighbourhoods are a great place to live by investing in them and keeping them clean, green and safe with access to quality parks and leisure facilities.

#### ***Opportunities***

Helping people get on in life by creating jobs and skills opportunities and building genuinely affordable homes.

#### ***Connections***

Making it easier for people to get around and online by investing in road, transport links, faster internet and free Wi-Fi in town centres.

### **1.3 Uncertainty over future funding for Local Government**

There continues to be significant uncertainty in future funding for Local Government. In addition, the Council continues to experience significant population growth and demographic change, placing further pressure on service provision.

The complexity around leaving the EU has resulted in delays to Government planning. HM Treasury has announced a one-year Spending Round on 4th September 2019. The Spending round figures are a one year settlement at national level and work is underway to clarify the impact for Havering. The announcement confirmed extra funding for social care but also that the London Business rate pool would not be continued into 2020/21

In 2020, a full Spending Review will be held, reviewing public spending as a whole and setting multi-year budgets.

Havering has worked closely with other local authorities, London Councils and the Local Government Association in order to form a view on the most likely funding scenarios and enable forward planning. This process along with the spending review announcement has led to the following assumptions being used for forward planning

- The 2020/21 local financial settlement will be largely based on the 2019/20 figures.
- Specific grants such as the Improved Better Care Fund (IBCF) and Under Indexation will continue for at least one more year
- The Government will continue to supplement funding for Adult Social Care for a further year with the Social Care Grant
- Business Rate Pooling will cease after 2019/20
- Public Health Grant will increase slightly in 2020/21
- New Homes Bonus will continue under the current policy (this is likely to result in a significant drop for Havering in 2020/21 due to the numbers of net new properties being built in the borough between October 2018 and October 2019 not reaching the government threshold to qualify for new NHB)
- That the outcomes of the Fair Funding Review and long awaited Adult Social Care Green or White paper will not be published in time for implementation in the 2020/21 settlement.

It should be noted that any of these assumptions could be overtaken by the new national government accelerating announcements but the Council's prudent position on reserves and medium term planning will enable a smooth transition to a different financial position if needed.

## **1.4 The Council's Medium Term Financial Position**

In February 2019 Full Council set a balanced budget for 2019/20 and was presented with a medium term forecasted gap of £16.598m for the three years 2020-2023. The medium term financial position is a live process at any point in time with changing assumptions due to differing local and national economic conditions. The plan is regularly reviewed and updated across the year to ensure assumptions are up to date and robust.

Each year the Council faces pressures for a number of reasons which currently include

- Inflation
- Increased demographic demand
- Increased cost of Leaving Care
- Increased cost of waste disposal and landfill tax
- Financing costs of capital schemes
- Increased cost of utilities
- Loss of New Homes Bonus
- Development of local plans

These pressures require the Council to identify new savings and efficiency proposals each year to improve services, modernise the Council and balance the budget.

This process has identified that the Council will need approximately £12m of additional savings and efficiencies in order to balance the 2020/21 budget without the need for a Council Tax increase. Officers have been developing plans to identify this level of efficiency savings over the summer and are currently in the process of producing business plans to ensure all proposals are robust and deliverable. This will enable the savings to be incorporated into the 2020/21 budget after appropriate scrutiny and consultation.

The table below sets out an estimate of the adjustments required to the MTFS resulting in a projected £15.9m gap for 2020/21 before savings and the improved funding from the Spending Review.

Description	2020/21	2021/22	2022/23	2023/24	4 Year Plan
	£m	£m	£m	£m	£m
Corporate Pressures	8.316	9.460	5.304		23.080
Assumed Central Grant loss	8.175	0.358	0.000		8.533
Demographic and Inflationary Pressures	4.920	3.435	3.592		11.947
Savings agreed at February Council	-8.626	-9.849	-8.487		-26.962
<b>OPENING MTFS</b>	<b>12.785</b>	<b>3.404</b>	<b>0.409</b>	<b>0.000</b>	<b>16.598</b>
Updates to the plan since February					
Revision to Projected Grant position	-5.179	2.442	0.432	0.000	-2.305

Discontinued/unachievable savings	2.951	1.041	1.370	0.000	5.362
Replacement savings	-1.675	-0.025	0.000	0.000	-1.700
Local Plan costs	0.557	-0.357	0.000	0.000	0.200
Additional Demographic Pressures	7.503	2.623	0.664	4.023	14.813
Revision to Corporate pressures	-1.050	0.000	0.000	2.300	1.250
<b>REVISED POSITION</b>	<b>15.891</b>	<b>9.128</b>	<b>2.875</b>	<b>6.323</b>	<b>34.217</b>

Each of the Council's four Theme Officer Steering Groups were asked to identify savings and efficiency proposals to close the projected budget gap. Proposals were presented to the Theme Boards in June and were provisionally approved in concept to be developed into business cases. When this process is completed, the November Cabinet will be asked to consider the proposals, along with feedback from the public consultation and any Equality Impact Assessments that are needed.

For the purposes of early consultation, the list of projects currently being progressed is set out in Appendix A. Work is continuing over the autumn to develop these proposals into business cases and confirm the level of saving possible from each project. The expectation is currently that these projects will broadly close the budget gap alongside a review of corporate budgets.

## **1.5 Risks and Uncertainties**

There are a number of risks associated with the current MTFS position. These include:

- Central Grant Funding uncertainty.

The Government have announced a one year spending review in September for 2020/21 but the multi year settlement will not now be announced until 2020. As stated earlier in this report the current assumption is that the settlement will not be significantly adverse from the 2019/20 position. Havering has coped well with past reductions in government funding but the cumulative impact makes it increasingly difficult to identify further efficiencies and cost savings, especially when the demand for many services is increasing.

- The current year revenue monitoring position

The Council is making good progress in delivering the service improvements set out in its Corporate Plan for 2019/20. However, the Period Three revenue monitoring position set out in Appendix B shows financial pressures across a number of service areas. In summary, if nothing changed during the year, managers are predicting an overspend of £2.39 million by the end of the year. Clearly mitigating action is being taken by departments to bring the Council back within budget. The key overspends are described below:

- Adults' (£716k) Adults' are experiencing significant increases in placement costs and commissioning activity. The service are working hard to both contain costs and to deliver the savings already in the budget. The MTFS recognises the pressure facing the Adults' budget and additional funds have been included in this area.
- Children's (£463k) Children's have undertaken a deep dive review of all their services. This has identified better working practices and efficiencies which has helped contain their demand pressures. The service continues to work hard to balance this position in 2019/20.
- Neighbourhoods (£818k) This pressure relates partially to the delayed delivery of the Keep Havering Moving strategy. Any continued delays will directly impact on the 2020/21 budget and MTFS position.
- Potential General Election

There may be a general election this autumn. A new Government will take time to form a view on direction for local government and potentially will delay again the key decisions to allow medium term planning.

## **1.6 Budget Consultation**

Consultation on the budget is an important part of the annual budget cycle. It is proposed to consult with residents and key stakeholders on the list of proposed savings set out in Appendix A. This consultation will be launched on 26 September and will run until 3 November.

The Council will seek views from the general public, all key stakeholders and business ratepayers during this period via its online consultation tool, Havering Consultations. Paper copies of the survey will be available in locations across the borough eg libraries, the Town Hall and the PASC.

## **1.7 Capital Programme**

The Council has a wide ranging capital programme which will provide extra housing and school forms of entry together with an ambitious regeneration programme. As part of the budget cycle all capital schemes are reviewed to ensure they are on track within budget and delivering the outcomes required by the authority. Changes to profiling of these schemes has a direct impact on revenue planning through capital financing charges.

There are two proposed additions to the 2019/20 capital programme which Cabinet is asked to consider and, if in agreement, recommend to Full Council:

- £4.0 million for the Smart Working Programme which is subject to a separate report on this agenda. The programme aims to provide the infrastructure to support a best in class workforce delivering best in class services. This requires the workplace and workspace to drive quality, not constrain it. The proposals for investment span digital and physical infrastructure, giving staff the working environment and tools they need for that innovative, ambitious and outcomes-focused culture to thrive. The Smart Working programme offers a potential step-change to harness new technology, increase flexibility and bring down silos within the workforce and enhance the customer experience through a 'control shift' putting them in the driving seat. In addition, the programme replaces a significant number of old Windows 7 devices which will no longer be supported from 2020 and deals with a backlog of repairs in Mercury House. The capital charges for the programme will be financed by leasing out vacant space freed up through the programme.
- £14.7 million is required to replenish the capital allocation for new opportunities. A significant opportunity arose to purchase the lease of the premises occupied by Marks & Spencers in Romford earlier this year which reduced the allocation by a similar amount. The annual lease income being received from Marks & Spencer covers the ongoing revenue costs of the purchase and makes a return to the General Fund.

The Council also considers potential new schemes as part of the budget process. This process is ongoing and any new schemes to be incorporated in the 2020-2024 Capital programme will be included in a future report.

## **REASONS AND OPTIONS**

### **Reasons for the decision:**

The Council has a statutory obligation to consult on its budget proposals. This report sets out the proposed method to be used for the 2020/21 budget and MTFS. The Council strongly values the opinion of its residents and key stakeholders and welcomes their input into the budget process.

### **Other options considered:**

N/A

## **IMPLICATIONS AND RISKS**

### **Financial Implications and Risks**



The financial implications of the Council's MTFs are the subject of this report and are therefore set out in the body of this report. The consultation process set out in this report will be used to inform decision making on the budget

### **Legal Implications and Risks**

Under S151 of the Local Government Act 1972 a local authority has to make proper arrangements for the administration of its financial affairs.

Under S 28 of the Local Government Act 2003 a local authority has to review its budget calculations from time to time during the financial year and take appropriate action if there is any deterioration in its budget.

The Council is under a duty to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness." S3 Local Government Act 1999. As part of that process it must consult tax payers, those who use or are likely to use services and others who may have an interest in an area where the Council carries out its functions.

The budget consultation and approval process is separate from individual decisions which may need to be taken for example in relation to service delivery; these may require a separate consultation process and equality impact assessment before a final decision is taken.

Where consultation is undertaken it must comply with the 'Gunning' principles; namely it must be undertaken at a formative stage, sufficient information should be provided to enable feedback, adequate time should be given for consideration and responses and the feedback should be taken into account in any decision taken. The plans set out in the report in relation to the budget comply with these rules.

### **Human Resource Implications and Risks**

The Council continues to work closely with its staff and with Trades Unions to ensure that the effects on staff of the savings required have been managed in an efficient and compassionate manner. All savings proposals or changes to the funding regime that impact on staff numbers, will be managed in accordance with both statutory requirements and the Council's Managing Organisational Change & Redundancy policy and associated guidance.

### **Equalities and Social Inclusion Implications and Risks**

Havering has a diverse community made up of many different groups and individuals. The Council values diversity and believes it essential to understand and include the different contributions, perspectives and experience that people from different backgrounds bring.

The Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010 requires the Council, when exercising its functions, to have due regard to:

- (i) the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- (ii) the need to advance equality of opportunity between persons who share protected characteristics and those who do not, and;
- (iii) foster good relations between those who have protected characteristics and those who do not.

Note: 'Protected characteristics' are: age, gender, race and disability, sexual orientation, marriage and civil partnerships, religion or belief, pregnancy and maternity and gender reassignment.

The Council demonstrates its commitment to the Equality Act in its decision-making processes, the provision, procurement and commissioning of its services, and employment practices concerning its workforce. In addition, the Council is also committed to improving the quality of life and wellbeing of all Havering residents in respect of socio-economics and health determinants.

All front line proposals relating to the Medium Term Financial Strategy for the period 2020/21 to 2023/24 will be subject to an Equality and Health Impact Analysis or assessment, which will be developed following the consultation process for inclusion in the further reports to Cabinet before the budget is finalised in February 2020. This will further highlight where the MTFS has the potential to positively impact on health and wellbeing of residents through targeted provision of services, and where any identified negative impacts may be mitigated.

<b>BACKGROUND PAPERS</b>
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None

## **Appendix A**

### **Service Improvement Programme and efficiency proposals**

	<b>Proposals</b>	<b>Details</b>
1	Extending the savings in relation to contracts and procurement	Extension of the current programme of review which is focussed on delivering better value from our contractors. Includes an increase in early year delivery in areas such as agency staff and utilities spend.
2	Efficiency through modernisation of IT systems	Net reduction in budget required for IT as a result of the introduction of Oracle Fusion and reduced licensing costs. Project already underway and due to go live in June 2020.
3	Improved utilisation of external funds	Ensure funds are utilised in a proactive way to both fulfil obligations and benefit the Council.
4	People Strategy	Review numbers of agency staff, improve staff productivity and increase take up of the Apprenticeship Levy across the Council
5	Process redesign	Review of policies, procedures and processes across the Council to deliver more streamlined and efficient services
6	Debt Enforcement	Review of debt collection ensuring ethical enforcement methods are utilised to maximise income collection.
7	Extending the targets for increasing income through Full Cost Recovery	Increased saving in relation to a current project that is clarifying that for services that the Council does not have to deliver, all related costs are covered by fees and charges or that if there is a subsidy, it is clear

		why the Council is choosing to subsidise.
8	Area Based Planning and Place Shaping	Review of five sites which is expected to deliver savings from 2021/22 onwards
9	Reducing the costs in relation to people who have no recourse to public funds	Closer work with the Home Office to deliver quicker outcomes for these clients
10	Early Intervention to prevent eviction of families from Council properties leading to additional costs for the Council.	Saving to be delivered through joint working and policy review across the Council. The aim is to avoid family homeless presentations (requiring support from Children's Services) through early intervention and prevention.
11	Better use of Temporary Accommodation	Use the Housing Private Sector Leasing scheme for current homeless families paid for by Children's Services where current placements through another route are more expensive.
12	Review of Children's Social Care Unit Costs	Review of high cost placements to see if better value for money can be achieved.
13	Review of business systems support	Cross Council review of departmental ICT support arrangements with the aim of achieving better internal customer satisfaction, more robust and sustainable support plus efficiency savings.
14	Review of programme and project management	Cross Council review of programme management arrangements in particular to move away from the use of agency support and replacing them with more cost-effective internal staff. Also to improve the consistency and quality of programme and project support across the Council.
15	Review of complaints, Members' enquiries and Freedom of	Cross Council review of support arrangements with the aim of

	Information (FOI) requests	improving effectiveness and customer satisfaction in these areas. Streamlining current processes should also deliver efficiency savings.
16	Review of Business Support across the Council	Cross Council review of support arrangements eg financial, staffing and general administration particularly in light of the introduction of Oracle Fusion. As well as improving the effectiveness of the service, efficiency savings should be possible.
17	Additional Business Intelligence projects	Business analytics can be used to manage down demand through diversion, prevention and identification of fraud eg identifying sub-letting of homeless provision or additional properties that are not yet on the Council Tax register.
18	Stretch targets for Service Reviews	The reviews are well underway and are progressing at pace through the organisation. The efficiency savings originally anticipated in the early years can be increased by phasing in savings from the later years earlier.
19	Review of Supplies and Services costs and subscriptions	Review ICT systems that are no longer required, subscriptions and equipment that are no longer needed.
20	Reduction in procurement card spend	This is an area when spend may be able to be stopped. Analysis will be done of spend in the last two years to see if any of it is deemed as low priority expenditure which can be stopped.
21	Review in the commissioning arrangements for Children's placements	Some Children's placements are currently paid for via procurement cards. This review will consider if this spend can be moved into framework contracts.

22	Demand reduction through charging for discretionary services	Review charges in line with Council policy on full cost recovery
23	Further efficiency savings through becoming a Digital Council	This would represent efficiencies by digitising roles and contract costs through a mixture of the roll out of the Customer Relationship Management system, assistive technology, smart infrastructure, robotics, improvements to the website and improvements to the intranet.
24	Shared services opportunities with other boroughs	Shared services opportunities take time to develop and deliver but savings should be achievable from 2022/23.
25	Reduction in audit budget	The budget for external audit is currently overstated and can be reduced.
26	Reduction in legal fees budget	Following a review of potential legal costs the Chief Operating Officer's Legal Fees budget can be reduced to £50,000
27	Review of staffing and running costs across the Chief Operating Officers budgets	A review of staffing structures has identified vacant posts which can be removed and a number of running cost budgets which can be reduced without effecting service delivery
28	Sponsorship opportunities	Sponsorship to be sought for funded events.
29	Digital Officer to be converted to an Apprentice post.	Vacant post to be re-established as an Apprenticeship.
30	Early Help and education inclusion	Efficiency savings to be delivered in the Early Help service
31	Conversion of agency staff to ASYE	Recruit social workers via the Council's ASYE scheme thereby reducing agency costs
32	Demand management at the edge of care – expanding the reach of the service to focus on older children aged 15 and over.	Intensive work with complex cases, providing a positive outcome for families, reducing cost to the LA.
33	Highways/Parking Team Review	Restructure plus review amounts charged to Capital

34	Increase income from Building Control	Joint working with other boroughs
35	Street Trading	Increase income from licensing street trading including tables and chairs
36	Staffing changes in the Neighbourhoods Team	Efficiency review of service
37	Advertising on Street Assets	Review of advertising opportunities
38	Increased income from enforcement fines	New Enforcement Team structure should allow more focus on this work
39	Additional Cremation Fee rise in line with other providers.	Based on a rise above inflation and above saving already built in for 2020/21 based on the charges from other providers locally.
40	Premium Saturday Appointment Fee	Births & notice of marriage, subject to customer demand
41	Fee increase – Building Services & Regulations	Various memorial products/certificate income, subject to customer demand
42	Deed of name change	Legal deed of name change service, subject to customer demand

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## Appendix B

	FULL YEAR REVISED BUDGET	TOTAL ACTUALS AND ENCUMBRANCES	FULL YEAR PROJECTED OUTTURN VARIANCE PERIOD 3
Total	143,328,894	42,392,440	2,389,611
Public Health	(200,790)	(2,247,727)	0
Public Health	(200,790)	(2,247,727)	0
Childrens	37,450,946	7,995,067	462,807
Learning & Achievement	9,260,983	3,147,591	438,350
Childrens Services	26,883,959	4,502,775	24,456
Safeguarding - Quality and Assurance	1,306,004	344,701	(0)
Adults	55,704,116	14,340,029	716,222
Adult Services	55,704,116	14,340,029	716,222
Regeneration Programme Delivery	1,002,610	729,390	8,700
Regeneration	1,002,610	729,390	8,700
Neighbourhoods	4,056,045	990,035	818,262
Environment	5,349,362	704,179	725,997
Registrars, Cems and Crems	(2,948,680)	(84,656)	155,620
Planning	198,581	72,671	(14,973)
Business Support - Neighbourhoods	1,456,782	297,840	(48,382)
Housing	3,309,167	2,435,713	(9,137)
Housing Services (GF)	3,309,167	2,435,713	(9,137)
oneSource Non-Shared LBH	2,978,332	210,956	312,951
Exchequer Services	(1,026,930)	(3,774,539)	(221,670)
Business Services	1,020	0	0
Technical and Transport Services	536,568	1,457,828	82,812
Asset Management	152,930	888,907	228,785
Strategic HR & OD	408,364	261,381	34,203
Legal & Democratic Svs	2,249,530	764,855	38,821
ICT Services	656,850	612,524	150,000
Chief Operating Officer	7,297,452	4,778,473	92,284
Customer and Communications	3,912,785	1,486,958	218,749
Policy, Performance and Community	1,818,151	467,118	(118,415)
Joint Commissioning Unit	1,388,476	526,758	(8,051)
Transformation Agenda	178,040	2,297,639	0
oneSource Commissioning	0	0	0
Corporate Management Team	1,833,130	439,407	(12,476)
Section 151	14,512,514	(820,719)	0
Corporate Financial Matters	30,170,144	4,289,317	0
Contingency	1,000,000	0	0
External Finance	(16,657,630)	(5,110,036)	(0)
oneSource Shared	15,385,372	13,541,817	0

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## FULL COUNCIL, 25 September 2019

### REPORT OF CABINET

#### Smart Working Programme

At its meeting on 18 September, Cabinet was due to consider a report (attached) on the Smart Working Programme.

The report gives details of proposals for a corporate Smart Working programme across all services to advance the Council's corporate aspirations towards becoming a digital-enabled organisation.

It is **RECOMMENDED**, subject to approval by Cabinet, that:

**Additional capital budget of up to £4.637 million be approved, funded from borrowing for the proposed rollout of the Smart Working programme, across the 19/20 and 20/21 financial years, to deliver all elements of the programme, which will support delivery of the Council's digital and efficiency aspirations as set out within the Havering Vision and Corporate Plan and will be funded by invest to save.**

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## **CABINET**

**Subject Heading:**

Smart Working Programme

**Cabinet Member:**

Councillor Damian White

**SLT Lead:**

Andrew Blake-Herbert

**Report Author and contact details:**

Jennifer Burt 01708 434 889

Jennifer.burt@havering.gov.uk

**Policy context:**

The proposed rollout of the Smart Working programme will support delivery of the Council's digital and efficiency aspirations as set out within the Havering Vision and Corporate Plan.

**Financial summary:**

The proposals set out within this report will cost £5.4m capital and £0.577m revenue (one-off). These costs will be met from a mixture of existing budgets and additional borrowing for which the ongoing revenue implications are £0.463m per year. The benefits derived from the programme comprise a range of tangible and non-tangible savings, the nature of which are set out within the report

**Is this a Key Decision?**

Yes

(a) Expenditure or saving (including anticipated income) of £500,000 or more

**When should this matter be reviewed?**

September 2019

**Reviewing OSC:**

Overview and Scrutiny Board

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

Communities making Havering  
Places making Havering  
Opportunities making Havering  
Connections making Havering

☐  
☒  
☐  
☐

## SUMMARY

This paper sets out proposals for a corporate Smart Working programme across all services to advance the Council's corporate aspirations towards becoming a digital-enabled organisation. The programme is aimed for delivery over the next 12 months and seeks to build upon the forthcoming ICT refresh of hardware and software to successfully embed agile working and support a series of organisational efficiencies and service improvements serving with a programme of organisational design activities as the building blocks to bringing about a change of culture for the council, its staff and therefore service to residents.

The proposals seek Cabinet approval to undertake some improvements to working environments and facilities as an interim measure in the short to medium term, pending the potential longer term delivery of future accommodation proposals as envisaged within Havering's Asset Management Strategy. The proposed investment represents an 'invest to save' opportunity providing a financial return both in the form of 'hard' savings from property rationalisation and softer savings delivered through reductions in agency, recruitment and sickness absence costs. The detailed organisational development activities will follow in the People Strategy to Cabinet in October.

## RECOMMENDATIONS

1. That the Cabinet recommend Council to approve additional capital budget of up to £4.637 million funded from borrowing for the proposed rollout of the Smart Working programme, across the 19/20 and 20/21 financial years, to deliver all elements of the programme, which will support delivery of the Council's digital and efficiency aspirations as set out within the Havering Vision and Corporate Plan and will be funded by invest to save.
2. The Cabinet approve £410k from Business Risk Reserves
3. That Cabinet approve the award of a contract for the supply of laptop equipment and associated peripherals to **XMA Ltd** via the Crown Commercial Services Framework CCS National Aggregated call off (EA16) from RM1054 Lot 1.

## REPORT DETAIL

## **1. The challenge and the response**

Whether so-called 'austerity' has been the cause of or the catalyst for the scale of change in local government over the past decade is in many ways a moot point: what is inescapable is that change has been dramatic and has affected the entire system.

While the symptoms are simple to recognise – demand for services both statutory and discretionary increasing while funding to provide those services decreases year on year – the prescription is more complex. The prescription requires both the retention and improvement of what local government does best and new skills and technology more akin to private sector companies operating at the cutting edge of innovation and responsiveness.

Just as importantly, because the breadth and depth of the challenge is like nothing seen in public administration in peacetime, embedding the changes necessary to effective, convenient, efficient services for council tax payers in 2019 and beyond, getting it right requires a generational shift in strategy, tactics, activities and, underpinning all of that, the attitude, behaviours and culture of the organisation.

## **2. The transformation journey**

This does not mean starting from a blank sheet of paper: local government began 'austerity' as one of the most efficient and innovative public services and has only enhanced that reputation since.

Havering Council has transformed services, not shirked tough choices and has approached the challenge with creativity, determination and a focus on balancing budgets while providing good services and spending every penny of public money wisely.

The new Council administration has a clear mission statement of "*Cleaner, Safer, Prouder, Together*" setting the context for the Council's Corporate Plan and medium term financial strategy. Underpinning that is a shift away from a service/silo focus – a legacy of the diversity of local government responsibility – and the creation of four 'theme boards' which unite the various council services, improvement and savings plans and innovations.

Havering Council has responded well to the challenge since 2010. We have enhanced reputation during austerity and through skilful and far-sighted management and the dedication, energy and bravery of staff avoided the tribulations of many councils as chronicled in trade and national media.

However, we have arrived at a crucial intersection where the recipe for what brought us to this point will not suffice to respond to the challenges we face now and in the future. Indeed, and put bluntly, if we keep doing in the future what we are doing now – and how we are doing it – we will ultimately not succeed in our obligation to do the very best for residents and staff alike and deliver the priorities of the current and future administrations.

How the council responds to change – the demographics of the borough, the need for infrastructure-led regeneration across the borough, the re-setting of new public expectations about service delivery and availability, the expectations of and demands on staff, the revolutions in technology that provide opportunities for more effective and convenient local government than residents have ever had the opportunity to enjoy – will determine our success at navigating the risks and opportunities that lie ahead.

### 3. Plotting a course for the future: investing in the culture and capacity of the Council

Fig 1. What we need to do

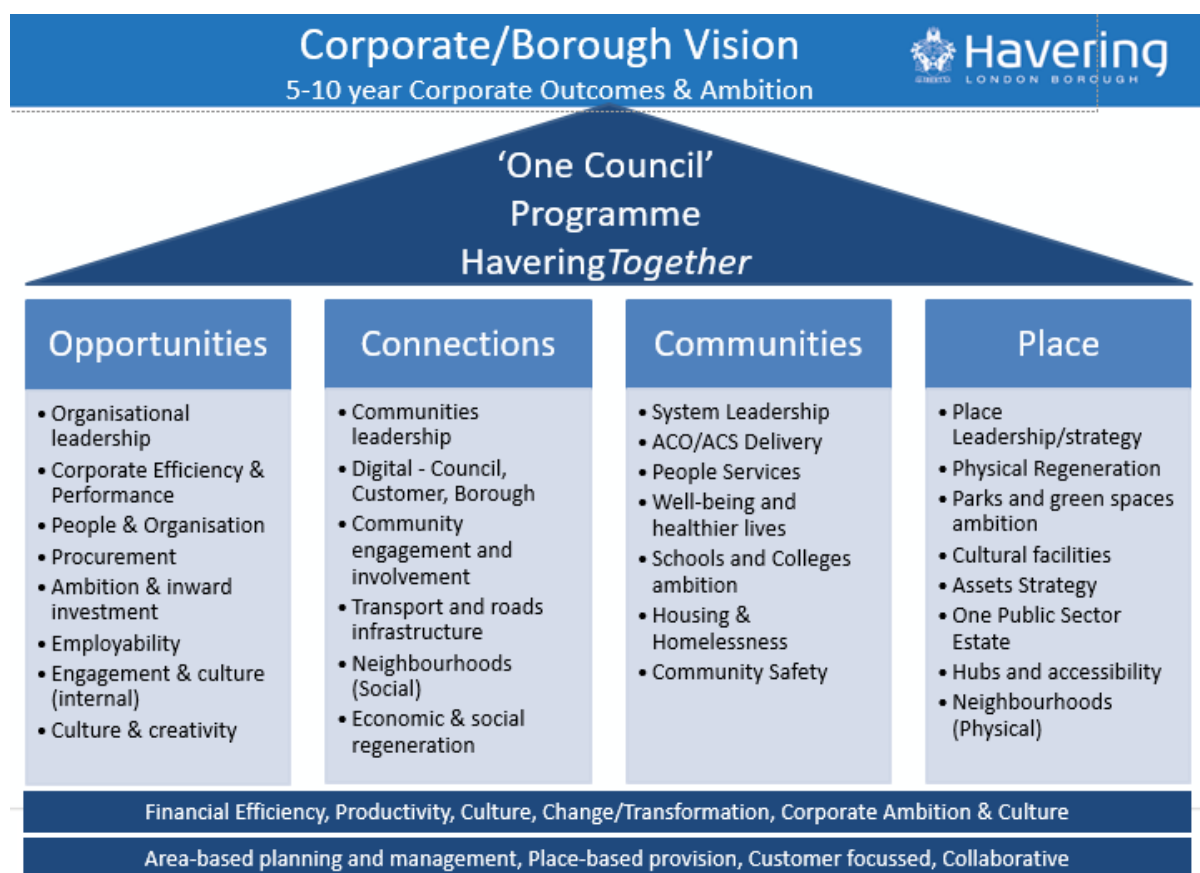
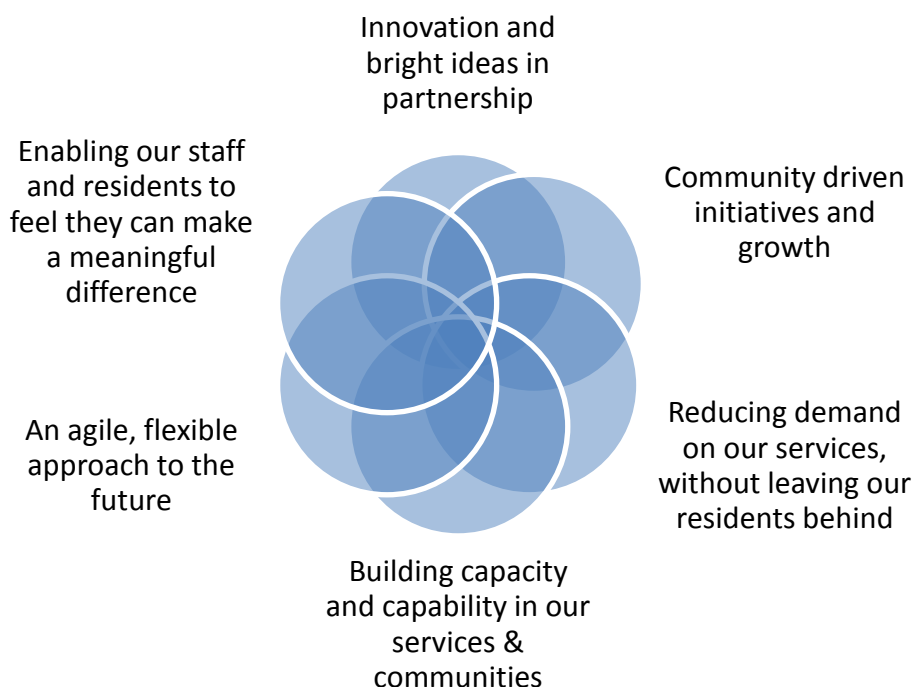
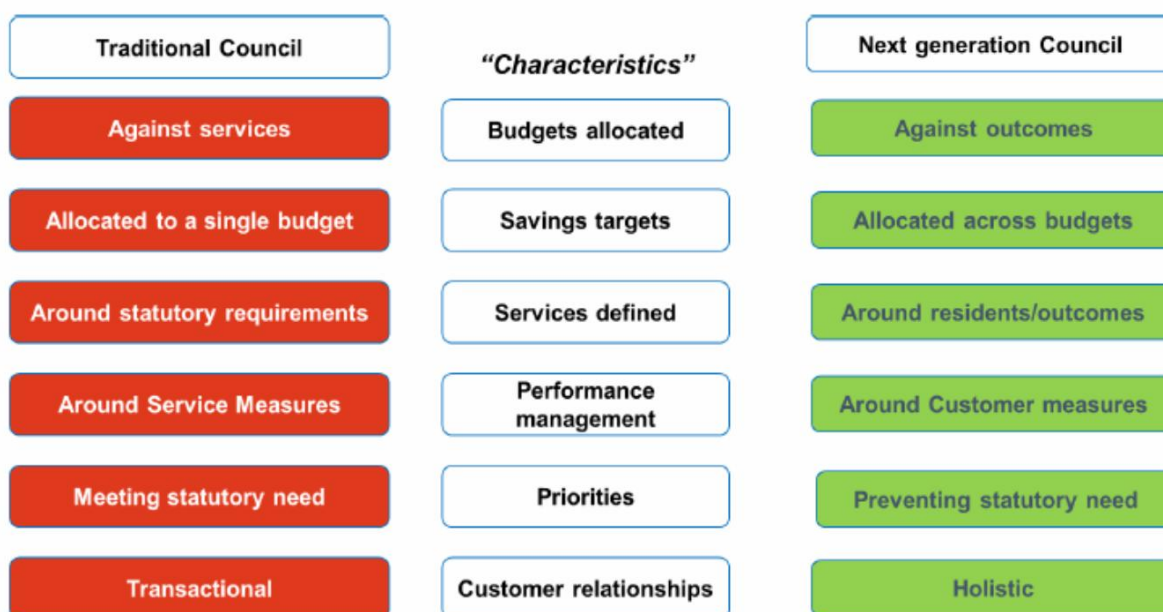


Fig. 2: How we need to work in order to do it





*Fig.3: the trajectory of change necessary to be a modern Council*



The above diagrams set out the connected drivers of a modern council, essential to achieving the outcomes as set out in the council's Corporate Plan<sup>1</sup>

The Council is taking forward the developmental work that will prepare the organisation for the future. By moving to the four themes of outcomes, rather than

<sup>1</sup> [https://www.havering.gov.uk/download/downloads/id/3117/havering\\_corporate\\_plan\\_2019\\_-\\_2020.pdf](https://www.havering.gov.uk/download/downloads/id/3117/havering_corporate_plan_2019_-_2020.pdf)

the silo-based directorate structures, we are now starting to set budgets against those themed outcomes, with budgets managed by theme rather than by service.

Our performance indicators are beginning to change to be about outcomes for residents rather than inputs, and a lot of transformational savings are about prevention rather than meeting need. All of this was viewed positively by the Local Government Association (LGA) in its peer review of this council in 2019 which highlighted our work as best practice and independently confirmed that Havering has the right pieces of the jigsaw in the right place.

During our journey, we have taken learning from different places. We have taken inspiration from Silicon Valley companies and businesses like Netflix, which are built on freedom and responsibility, innovation and self-discipline, instead of a culture of process adherence. We have also taken learning from the Dutch home care company Buurtzorg, whose success is based on redefining relationships between those in receipt of care, those who provide it and the wider community, in a structure characterised by reduced layers of management, self-managing teams and continuous cycle of increasing efficiencies and bearing down on costs. Of course, we have also looked across the public sector in the UK for examples of best practice where organisations have harnessed the capacity and capability of the workforce to make step changes in delivery and operating models, commercialisation and rationalisation.

#### **4. Next steps**

None of the above can be achieved without a whole system pulling together with clear focus and measurement. But neither can we expect staff to work with a forward-facing attitude and mentality, ask them to embrace data and technology, be brave and innovative, operate at increased risk while learning all the time to hone and improve services, listen to residents and build resilience in communities that increases capacity and reduces demand, if the environments, cultures and practices and equipment we provide in the workplace are rooted in the past.

Investing in that future for Havering will require incremental changes over time in some areas but big, disruptive change at pace in others. To do that, we must continue to focus on two specific but linked areas.

#### People, Values and Behaviours

This is a crucial area and getting it right means supporting the workforce to meet new demands and develop the skills and behaviours across a portfolio of statutory and discretionary responsibilities unrivalled across the public sector.

We start in a strong place: as measured through the 2019 colleague survey, Havering Council staff have a strong connection to the borough, a clear public service ethos and most colleagues experience good support and challenge from managers.

But there are some stark challenges too. The Council will need to demonstrate to the workforce that, if it expects staff to **take more responsibility** and develop new skills,

search for innovative solutions, involve residents more in planning and delivering services and empower teams at all levels to work more flexibly, senior leaders will need to enable that and **give more support**.

Our developing People Strategy provides that support by putting our colleagues at the heart of our plans, setting out ambitious proposals across human resources, training and development and the ongoing vision, values and behaviours that drive a positive and productive workplace culture.

The strategy will provide a signpost for current staff to know where they fit in to the transformation journey and how to develop the skills that will get us there and will inspire potential new recruits to recognise in Havering Council an employer that can help them achieve their career goals.

Our People Strategy will be underpinned by a detailed action plan which sets out clear actions, timescales and measures of success. The strategy will be brought to Cabinet in October 2019.

**People based benefits:**

- The Councils approach is to head to a 5:10 desk ratio which will reduce the size of office space required and enable staff to work when and where necessary. Any time, any place and anywhere – guidance will be provided on this new style of working.
- Increased success in staff recruitment and retention, particularly for key workers (where working environment can be a differentiating factor).
- Reduction in staff sickness absence and improved wellbeing (evidence-based from other councils)
- Reduction in agency costs covering vacancies/long term sickness absence. Evidence in other organisations indicates that a 5% reduction should be achievable – this would equate to a saving of £950k p.a. based on Havering's current annual agency spend. Other initiatives are underway to mitigate agency spend but the adoption of Smart Working would support and compliment these other measures.
- Increased optimism, trust, confidence and sense of empowerment from staff (measured via bi-annual staff survey)
- Reduction in unnecessary staff travel time
- Reduction in need for lone working
- Increased work;life balance

Staff will be decanted from accommodation as the place element of the programme is delivered, ensuring that no one is affected by works during this time

Work is ongoing with the Head of Health & Safety to help mitigate any of the potential issues which might arise with such a new approach

There are planned culture change interventions and help for managers, teams and individuals

Research considered includes review case studies of several Local Authorities including Wolverhampton, Wokingham, Redcar, Westminster and Nottinghamshire

where they have progressed Smart Working. Research has also taken place on several areas of the Civil Service, the LGA and Children's Social Care (which revolves around technology).

### Workplace and workspace

A best in class workforce delivering best in class services requires the workplace and workspace to drive quality, not constrain it.

Our proposals for investment span digital and physical infrastructure, giving staff the working environment and tools they need for that innovative, ambitious and outcomes-focused culture to thrive.

Our *Smart Working* programme offers a potential step-change to harness new technology, increase flexibility and bring down silos within the workforce and enhance the customer experience through a 'control shift' putting them in the driving seat.

The programme will deliver through:

a) Digital Infrastructure:

The renewal of ICT hardware and software is largely the subject of an existing refresh programme being rolled out incrementally across services. The replacement of older desk-top PCs with laptops and other mobile devices will offer much greater service flexibility, responsiveness, and more effective use of resources (particularly building assets) as the Council progresses its digital ambitions.

The adoption of Windows 10 and Office 365, now standard across public and private sector, will offer greater flexibility for staff to work collaboratively across teams and collect, analyse and understand data in new ways.

The new Smart Working tools will enable the majority of employees to work in a truly agile manner, with the ability to access work resources, line-of-business and generic applications (e.g. Oracle, Microsoft Office) from any location.

The ongoing programme of service reviews and transformation programmes like the automation programme will look at end-to-end processes within services to consider where further efficiencies and service improvements can be achieved through the application of digital technology, where appropriate.

'Digital' benefits:

- Embracing digital functionality and cloud-based technology to drive service improvement, productivity, self-serve
- Ability for staff to work 'on the go' without being constrained to work from conventional office or home and to work at any time e.g. social workers being able to spend longer within the community without the requirement to return to the office to access or update client data.

- Improvements in business resilience and contingency planning resulting from more mobile workforce and reduced dependency to access offices
- Enhanced scope for collaborative working across teams and with partner organisations resulting from dedicated 'collaborative spaces'
- Reduction in staff travel time and costs as a result of mobile working
- Approach and technology that meets increasing expectation from residents in how they navigate everything from networking to shopping online but not leaving behind those who do not.

b) Physical infrastructure:

The Council's Asset Management Strategy and One Public Estate initiative offers longer-term opportunities to review comprehensively the Council's administrative estate. However the nature of these proposals are such that they are unlikely to be fully realised within the next 5 years. A full refurbishment of Mercury House to meet contemporary office standards has been estimated in the order of £6.4m

The aim of the 'Place' element within the programme is accordingly to deliver a more modest reconfiguration and refurbishment of existing workspace/meeting facilities in the short to medium term to better support agile and collaborative working throughout the interim period, the benefits of which can be carried through to longer term proposals.

We want to focus 'Place' works on Mercury House, where a majority of the Council's operational staff (approx. 900) are currently based, to provide a more modern and agile working environment. A comprehensive refurbishment of Mercury House would not be financially viable within the context of the Council's Asset Management Plan and so it is proposed to target investment into areas considered to have the highest impact including:

- Enhancements to meeting facilities, expanded wi-fi connectivity and audio/video-conferencing facilities
- Greater diversity in working environments to provide quiet areas, collaborative spaces in addition to general hot-desking areas
- Scope to increase desk/staff ratios from 7:10 currently, to 5:10

Including an allowance for modest improvements to the Town Hall office areas also, this level of reconfiguration/refurbishment has been estimated in the sum of £3.3m.

Examples for the types of proposed changes can be seen at Appendix A.

Place based benefits:

- Reduction of accommodation 'footprint' to facilitate delivery of savings within the Asset Optimisation project – potential income streams from letting surplus space. It is projected that Havering Council will be able to realise annual property savings of £520k p.a. as a consequence of proposals within this paper.
- Unlocking potential to achieve longer term asset proposals around One Public Estate

- Environmental benefits – progression towards paper-less organisation, reduced carbon footprint from staff travel and building energy consumption
- Reduction in off-site storage costs
- Consideration will be made to “Sick Building Syndrome”, however, the drive for LB Havering is not just around buildings and the environment but the much more liberated choice of where to work – so for some they may only enter a building very rarely – other might do more frequently – and this is where the consultancy phase of the Place work will highlight what would work best in Havering.

## REASONS AND OPTIONS

### Reasons for the decision:

The broad adoption of the Smart Working programme including the related 'People' and 'Place' proposals will deliver a wider range of service improvements operational and organisational benefits than simply the rollout of new ICT hardware and software in isolation.

Experience both in Havering and other organisations confirms that the co-ordinated delivery of the complementary activities proposed within the 'People' and 'Place' strands of the programme will ensure that organisational change is fully embedded and opportunities are realised in full.

### Other options considered:

#### *'Do Nothing'*

– from an ICT perspective, the fact that the current corporate operating system (Windows 7) will have support withdrawn from Microsoft by the end of 2019 means that there is little alternative but to proceed with the ICT refresh including the rollout of Windows 10, if business resilience is to be maintained across Council services.

#### *'Progress the ICT refresh without the supplementary 'Place' and 'People' elements of the Smart Working Programme'*

– whilst this would maintain business resilience, the Council would fail to fully exploit the digital potential presented by the ICT refresh. Working practices would be likely to remain as existing in many service areas with the results that few of the benefits outlined in this paper would materialise.

#### *'Comprehensive refurbishment of Council administrative buildings'*

- A more comprehensive refurbishment of Council office accommodation could theoretically be considered but the more significant level of investment required would not provide an attractive return on investment when considered in the context of the Council's longer term accommodation proposals as set out within the Asset Management Strategy.

## IMPLICATIONS AND RISKS

***There is a corporate requirement to set out the implications and risks of the decision sought, in the following areas***

### Financial implications and risks:

Estimated Costs & Funding for the project are set out below:

	<b>Capital £</b>	<b>Revenue £</b>
<b>One off project costs</b>		
ICT	2,000,000	167,000
Place Fees	3,300,000	
	150,000	
People		210,000
Programme Support		200,000
<b>TOTAL</b>	<b>5,450,000</b>	<b>577,000</b>
<b>Funded by</b>		
Existing ICT budget	813,000	167,000
<b>Allocation from Transformation Reserve</b>		<b>200,000</b>
<b>Allocation from Business Risk Reserve</b>		<b>210,000</b>
<b>Additional Capital Funding requirement</b>	<b>4,637,000</b>	
<b>TOTAL</b>	<b>5,450,000</b>	<b>577,000</b>

Note – revenue costs do not represent permanent growth and are for the duration of the project only

There is no approved allocation identified in the current capital programme to fund the £4.637m therefore Cabinet are asked to recommend to Full Council that an allocation of £4.637m is included in the Capital Programme, which would need to be funded from borrowing.

The table below outlines the annual cost of that capital borrowing, showing the MRP and interest charges for this capital allocation.

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<b>Ongoing revenue implications of capital financing</b>	<b>Annual cost £</b>
Minimum Revenue Provision	
ICT - 5 year asset life (£1.187m)	237,400
Building works - 40 year asset life (£3.45m)	86,250
capital financing interest @3% (PWLB rate)	139,110
<b>Total revenue costs of capital financing</b>	<b>462,760</b>

The building works would be funded over an asset life of 40 years. The ICT equipment would be funded over a 5 year asset life, and these assumptions have been used to calculate the MRP above.

However under this assumption the ICT kit rolled out as part of this project could be obsolete after 5 years and would need to be replaced. There needs to be consideration given to the strategy for the replacement and refresh of this technology as part of the future capital strategy and MTFS planning process.

### **Funding**

The revenue costs of borrowing identified above can be funded from the cashable savings of £520k per annum delivered as part of the asset optimisation savings.

#### *Summary of potential savings delivered/supported by Smart Working*

<b>Item</b>	<b>Potential annual saving</b>
<i>Budgetary Savings</i>	£m
Savings from property rationalisation*	0.520
<i>Other Savings</i>	
Reduction in recruitment costs (assumes 10% reduction on previous year)	0.010
Reduction in agency costs (assumes 5% reduction on previous year)**	0.950
Reduction in sickness absence (assumes 5% reduction on previous year)***	0.179

Total potential savings per annum	£1.659m
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\* Saving is already expected within Asset Optimisation workstream

\*\* spend is generally funded from budgets for vacant posts which will be needed if the posts are filled

\*\*\* Based upon 18/19 total staff sickness absence of 29,617 days and assuming an average hourly pay rate of £16.83 for all staff (Grade 4). In many areas staff sickness is not covered by agency and therefore a reduction in sickness levels would increase staff productivity in the first instance. Should such a longer term increase be sustained staffing levels could be reviewed.

## **Risks**

Costs for building reconfiguration are provisional estimates and have not yet been formally procured – hence there is a risk that costs could increase, although this can be mitigated by adopting the project contingency contained within the cost estimate (10%). Furthermore, there would be the opportunity to value-engineer the works specification with the successful contractor prior to issuing the contract.

Asset optimisation savings are in part subject to securing a letting for any surplus accommodation released.

## **Legal implications and risks:**

Part 1 Chapter 1 of the Localism Act 2011 gives the Council the same power to act as that of an individual, subject to any statutory restrictions which may apply. The recommendations in this report are compatible with these statutory powers.

### Laptop Procurement

This report seeks approval to award a contract to XMA Ltd for the supply of laptop equipment and associated peripherals via the Crown Commercial Services Framework CCS National Aggregated call off (EA16) RM1054 - Lot 1. The estimated expenditure of this contract is £1,596,830.

Crown Commercial Service (CCS) have undertaken a collaborative Further Competition (EA16-NFC39) to put individual contracts in place with Local Authorities right across the country utilising the Technology Products Framework Agreement - RM1054 Lot 1 for items such as desktops, laptops, monitors, windows tablets, hybrid tablets and thin clients. The successful bidder of the further competition for laptops was XMA Ltd.

### Monitor Procurement

It is intended to commence a mini competition via the CCS Technology Products RM3733 - Lot2 for the supply of monitors. The estimated expenditure of this contract is £476,000.

The framework appears to be compliant with the Public Contracts Regulations 2015. The Contract Award Notice (2016/S 220-401822) was dispatched on 11 November 2016 and the decision to award the framework agreements to the

supplier was made on 14 October 2016. Participating authorities therefore have until 13 October 2020 to call-off a supplier from this Framework.

This is a multi-supplier framework with provision for further competition. Therefore, in accordance with the Council's Contract Procedure Rules, officers intend to follow the express framework provisions for choosing a supplier for the works. Officers will call-off services from Lot 2 (Combined Hardware and Software) and the contract will be awarded after further competition.

**Human Resources implications and risks:**

The 'People' aspects within this paper recognise the requirement to review existing Corporate and HR policies to ensure that agile working benefits can be fully realised and a coaching and training strategy is developed for managers and staff to successfully embed the new technology and working practices. A series of Smart Culture Working workshops is also recommended to fully engage the workforce on this programme. If there is a requirement to temporarily 'decant' staff this will be planned and managed and staff will be fully engaged with during this process.

**Equalities implications and risks:**

Digital access and agile working will offer benefits to the workforce by reducing reliance on gaining daily access to Council buildings and providing greater flexibility, both in terms of working hours and locations, benefitting a potential wide spectrum of employees.

Any works to Council buildings will be fully compliant with Part M of the building regulations relating to disabled access.

A full agile Employee Impact Assessment will be completed throughout the programme and updated at key milestones.

<b>BACKGROUND PAPERS</b>
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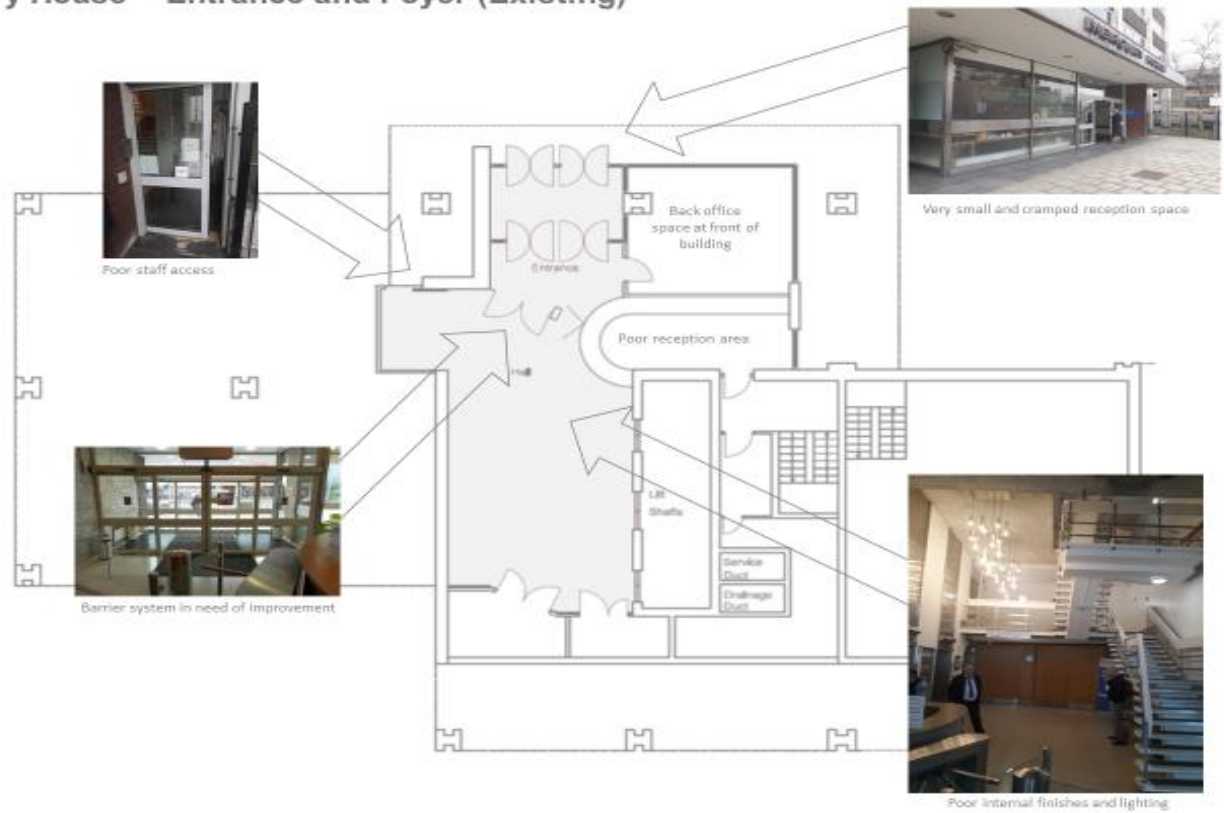
***None***

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## Appendix A

### Proposed changes to Mercury House:

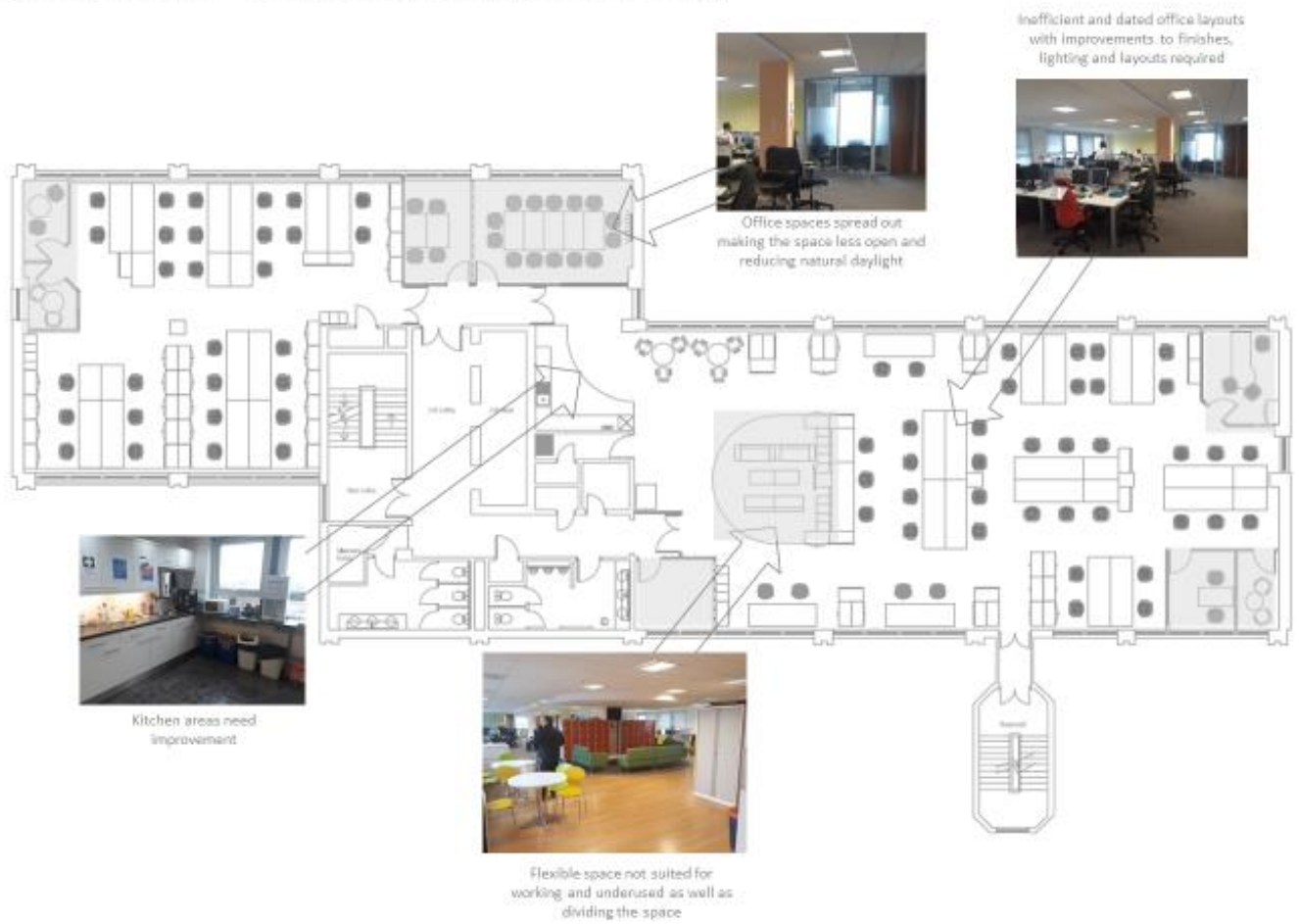
#### Mercury House – Entrance and Foyer (Existing)



## **Mercury House – Entrance and Foyer (Proposed)**



## **Mercury House – General Office Space (Existing)**



**Mercury House – Dedicated Meeting Room and Conference Floor (Proposed)**





## **Mercury House – General Office Space (Proposed)**



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## FULL COUNCIL, 25 September 2019

### REPORT OF GOVERNANCE COMMITTEE

#### Polling District and Polling Places Review

Governance Committee, at its meeting on 28 August considered a report by the Election Services Manager which gave findings of the recent review of parliamentary polling places and polling districts in Havering. This review was required to be completed under the Electoral Registration and Administration Act 2013.

The report of Governance Committee and its appendices (attached) summarise the consultation process and the responses received. It is accordingly **RECOMMENDED** that Council agrees the following as regards the outcome of the review and any actions to be taken:

- **Polling District BL2 – That there are to be no changes to Brooklands Ward at this time.**
- **BL5 – That Romford and Gidea Park Rugby and Football Club becomes a double station.**
- **CM1 and CM2 – That there are to be no changes in the Cranham Ward at this time.**
- **GS6 – Drapers Pyrgo Priory School – That there are to be no changes to the Gooshays Ward at this time.**
- **HP8 – Dame Tipping School (Havering Park Ward) – That investigations be made following the suggestion at the Committee that the local Community Hall and Church Hall be considered as viable alternatives in order to potentially provide greater accessibility for all including disabled voters. Should these venues turn out not to be suitable following investigation, the venue to revert back to the Pepperell Education Centre, as recommended in the report.**
- **HT1and HT2 – That there be no changes to the Heaton Ward at this time.**
- **SQ1 – The Royal Liberty School – That there be no changes to the Squirrels Heath Ward at this time.**
- **ST4 – The Herons – That there be no change to this Polling Station at this time.**
- **ST3 – Olive Academy. That that HOPWA House be used as an alternative Polling Station for Polling District ST3.**
- **Upminster Ward – UP1, UP4 and UP6 – That there be no changes to the Upminster Ward at this time.**

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## GOVERNANCE COMMITTEE

<b>Subject Heading:</b>	Polling District and Polling Places Review
<b>SLT Lead:</b>	Andrew Blake-Herbert
<b>Report Author and contact details:</b>	<b>Zena Smith</b> <b>Election Services Manager,</b> <b>01708 431 585</b> <b>zena.smith@haverling.gov.uk</b>
<b>Policy context:</b>	<b>There are no direct resource implications.</b>
<b>Financial summary:</b>	<b>There are no direct resource implications.</b>

### 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

The Electoral Registration and Administration Act 2013 introduced a change to the timing of compulsory reviews of UK parliamentary polling districts and polling places. A compulsory review must be started and completed between 1 October 2018 and 31 January 2020. Subsequent compulsory reviews must be started and completed within the period of 16 months and starts on 1 October of every fifth year after 1 October 2018. Interim reviews may be carried out if needed. This review is a requirement and is independent of the Ward Boundary Review. If required, an additional Polling District and Polling Place Review can take place at the conclusion of the Boundary Review to incorporate any ward boundary changes.

Following each election officers review the running of the election and specifically look at any issues that have arisen in relation to the polling places.

The aims of the review are as follows:

To ensure that:-

- (a) As far as possible polling places are accessible to all.
- (b) Polling places fall within the polling district wherever possible.
- (c) Account is taken of justifiable complaints by electors, and any responses received from this consultation.

The list of those consulted, and a summary of responses as a result of the review can be found under “Report Detail”. The full timetable is set out in Appendix A and a copy of all responses is set out in Appendix B.

This report seeks to approve the proposed changes set out in the report and if agreed these changes will be incorporated into the register published on 1 December 2019, and the alternative polling stations will be used at the GLA elections in May 2020. It is however recognised that following the Local Government Boundary Commission review of Havering that a further polling District review may need to take place before the next compulsory review is required.

## **RECOMMENDATIONS**

That the Council is recommended to endorse the changes to polling stations and polling districts set out in the Report Detail.

## **REPORT DETAIL**

Consultation was undertaken as follows:

- All elected representatives, political parties and relevant stakeholders were given notification of the review.
- Copies of the proposals were available for public inspection in all libraries in Havering, and at the Town Hall.
- Notification was sent to Age UK, Tapestry, Alzheimer's Society, Disabled Association, and Havering Association for people with Disabilities, Havering Mind, Sycamore Trust and Havering Voluntary service.
- The Review was advertised on the Councils Website.

It is proposed that no changes are made to the existing polling districts and places in: Cranham, Elm Park, Emerson Park, Gooshays, Hacton, Harold Wood, Heaton, Hylands, Mawneys, Pettits, Romford Town, Rainham & Wennington, Squirrels Heath, South Hornchurch and Upminster wards.

**Brooklands Ward**

**BL2 - The Mawney Foundation School**

As part of the consultation process the Head Teacher has written requesting that the school not be used as a polling station, full details can be found in Appendix B. The Head Teacher had requested that the Willow Rooms be approached. Having canvassed the area enquiries were made at both the Willow Rooms and the RUSC club, neither of these venues are available to use.

It is therefore recommended that no changes are made to the existing polling district or polling place. Continued efforts will be made to facilitate the use of the school as a polling station whilst the school remains open.

**BL5 - Romford and Gidea Park Rugby and Football Club**

The Polling place at Romford and Gidea Park Rugby and Football Club be changed to a double station as the recommended number of electors for a single station is 2500. This station is and will continue to exceed elector numbers.

It is recommended that the above change be agreed.

**Cranham Ward**

**CM1 and CM2 - St Lukes Church and Cranham Social Hall**

As part of the consultation process a Ward Councillor raised concerns that the electors at the top end of Moor Lane and roads off of the lane had a long way to walk to either of these stations.

The Church in Moor lane is just outside of the Polling District, as is St Luke's Church, however the majority of voters live closer to St Luke's Church in addition to get to the church in Moor Lane you would need to cross over Moor lane. There are a handful of properties/farms up in Folkes Lane which do have a long distance to travel but unfortunately there is no suitable alternative.

For those electors in CM2 the Moor lane church is at the very top of the Polling District which would result in the same issue for those living at the bottom of the polling district, as in distance to travel. There are no other venues more central to the Polling District.

It is therefore recommended that no changes are made to the existing polling district or polling place.

**Gooshays Ward**

**GS6 - Drapers Pyrgo Priory School**

As part of the consultation process, the school requested that we consider using MyPlace as an alternative station; however MyPlace is actually used as a Polling Station for a neighbouring Polling District.

It is therefore recommended that no changes are made to the existing polling district or polling place

**Havering Park Ward**

**HP6 - Dame Tipping School**

The current polling place is Dame Tipping School, however there have been elector complaints regarding access and Parking. Polling station staff and the Inspector have also raised concerns regarding access for wheelchair users. The entrance to the station is uneven and poses a potential hazard.

The Pepperell Education centre is situated in the grounds of St Francis hospice, a short distance from the current polling station and is fully accessible with ample parking. The centre has advised that it is known within the local community.

It is recommended that the above change be agreed.

**Heaton Ward**

**HT1 - The Ingrebourne Children Centre**

Children's centres are currently part of a joint consultation with libraries; the outcome of this consultation is currently unknown. Having canvassed the area the only possible alternative venue is St Thomas Jacobite Church who has not responded to our enquiries. There is no suitable alternative within the Polling District.

It is therefore recommended that no changes are made to the existing polling district or polling place.

**HT2 - St Ursula's Infant School**

As part of the consultation process a note was received to advice that the school no longer wished to be used as a polling station after 2020.

The only possible alternative within the polling district St Dominic's Church, however this venue is not suitable for use as a polling station.

It is therefore recommended that no changes are made to the existing polling district or polling place.

**Squirrels Heath Ward**

**SQ1 - The Royal Liberty School**

As part of the consultation process, the school requested that we consider using an alternative venue, the full response can be found in Appendix B. Having canvassed the area approaches have been made to St Marys Hare Park School and Scott Lodge neither have responded to our enquiries.

The Dothan House Care home has advised that due to safeguarding issues they would not be able to accommodate a polling station.

It is therefore recommended that no changes are made to the existing polling district or polling place.



It should be noted that Extensive building works are taking place that may render this venue unavailable at the time of any election. These will be kept under constant review by the Head of Electoral Services and if required may mean a temporary build being erected during this period.

### **St Andrews Ward**

#### **ST4 - The Herons**

Although there is some difficulty at The Herons, there is a step upon entry into the venue, however staff are visible and on hand to assist. An alternative route can be made available if required. We have not received complaints from electors in relation to this. This still remains the most suitable venue within the Polling District.

#### **ST3 - Olive Academy**

At the European Parliamentary Election held in May the Olive Academy was undergoing major refurbishment and therefore unavailable. At previous elections there has been some difficulty with providing a space, whilst allowing the school to remain open and limit causing disruption to the students.

HOPWA house was used as an alternative. This venue is within a minute or 2 walk from Olive Academy and worked well. There were a few comments regarding parking being unavailable, we have now agreed that a couple of spaces be made available at future elections.

It is therefore recommended that HOPWA house be used as the polling station for ST3.

### **Upminster ward**

#### **UP1 - The James Oglethorpe Primary School**

As part of the consultation process, the school requested that they are not used as a polling station for elections, the full response can be found in Appendix B.

There are no suitable venues within this polling district. It is therefore recommended that no changes are made to the existing polling district or polling place.

#### **UP4 - Gaynes School**

There have been reported difficulties at Gaynes School regarding access. The school is a Secondary school and therefore remains open which can be difficult to manage. A suitable room, within the school, that can be fully segregated with a separate entrance point is not available.

The following venues have been explored:

- Freshfields Residential Home
- Little Gaynes Residential Home
- Haiderian Medical Centre
- Cranston Park Tennis Club

The area around the outside of the Polling District has also been investigated, as well as trying to locate an open space to house a Porto cabin within the Polling District.

Unfortunately no suitable alternative can be found. It is therefore recommended that the School continued to be used as Polling Place. Security Officers will continue to be provided at the venue on Election Day, as well as additional DBS checked staff to assist electors who may have difficulties accessing the premises enabling them to use an alternative entrance.

#### **UP6 - Branfil Primary School**

As part of the consultation process, the school requested that they are not used as a polling station for elections, the full response can be found in Appendix B.

There are no suitable venues within this polling district. It is therefore recommended that no changes are made to the existing polling district or polling place.

### **IMPLICATIONS AND RISKS**

**Financial implications and risks:** Any increase in the amount of polling stations would incur additional costs in terms of building hire, equipment and polling station staff. The cost incurred from using Council maintained buildings is limited to covering heating, lighting and cleaning costs.

These costs are met by the Council only when used for Council elections or by- elections.

**Legal implications and risks:** There is a legal requirement to complete a full polling district review by 31<sup>st</sup> January 2020.

The Representation of the People Act 1983 section 18D requires that local authorities designate the polling places within the Parliamentary Constituencies. Under the Representation of the People Act 1983, Returning Officers have the right to use certain public buildings (including schools that receive public funds) for use as polling stations at elections.

**Human Resources implications and risks:** None.

**Equalities implications and risks:** One of the main purposes of the review is to ensure that all eligible electors can access a polling station.

Electoral services considered a review of all possible places and used a suitability access checklist this checklist take into account Scope recommendations and Electoral commission guidance.

All existing Polling Stations had an accessibility checklist completed at the European Parliamentary Election held in May 2019.

Polling staff receive equalities training as part of the Staff training undertaken to work on the election.

**BACKGROUND PAPERS**

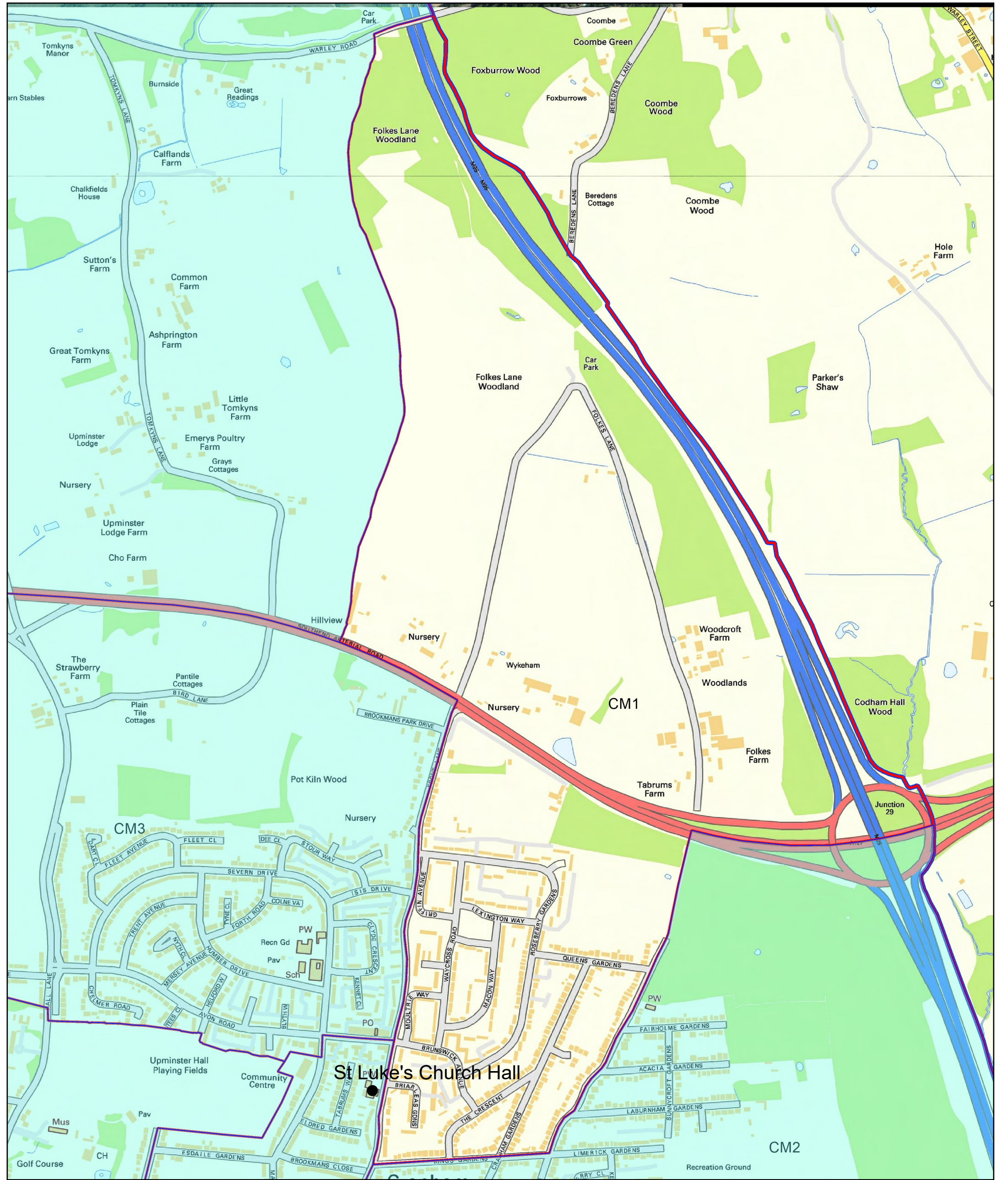
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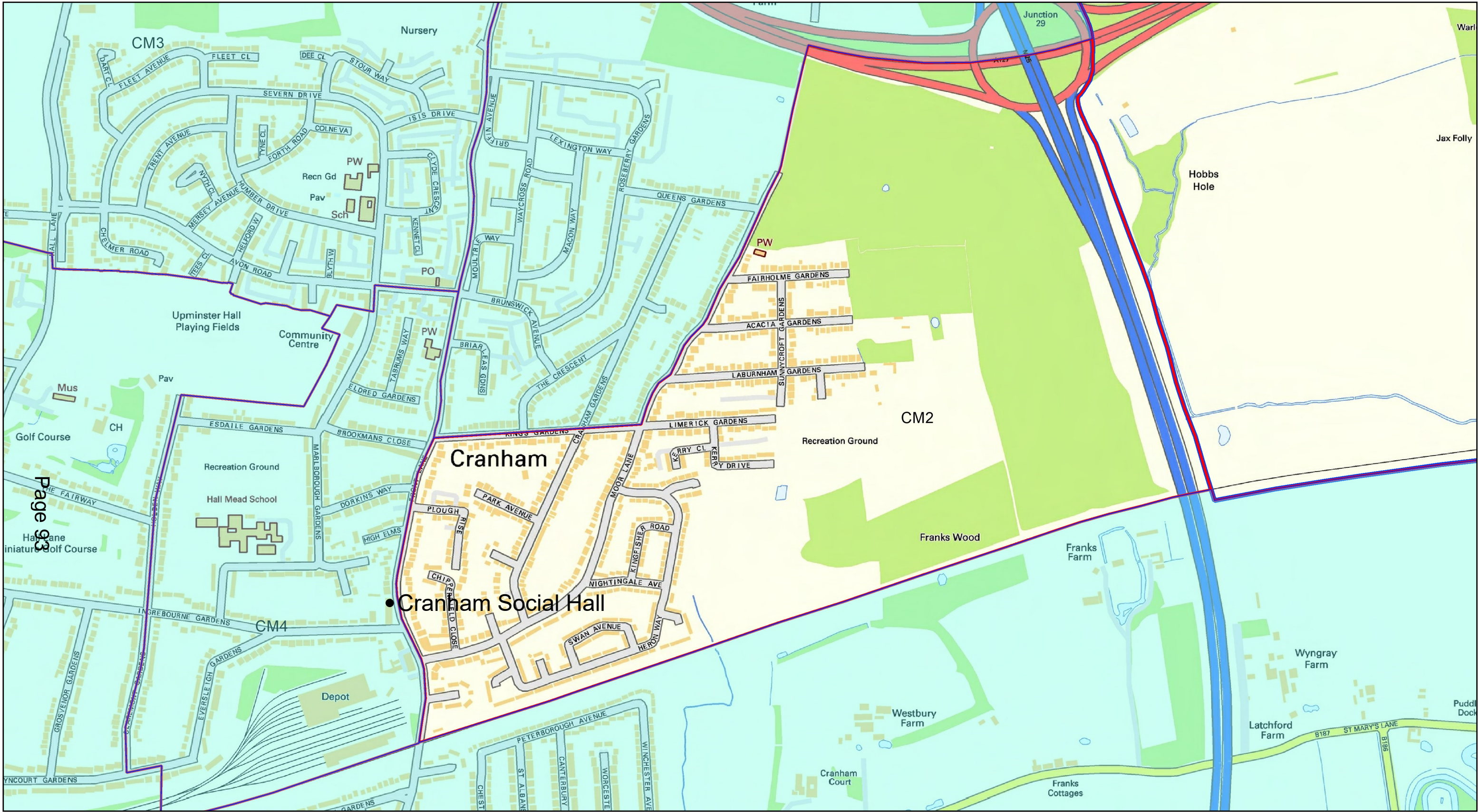






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Date: 20 March 2019

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**Havering**  
LONDON BOROUGH

London Borough of Havering  
Town Hall, Main Road  
Romford, RM1 3BD  
Tel: 01708 434343

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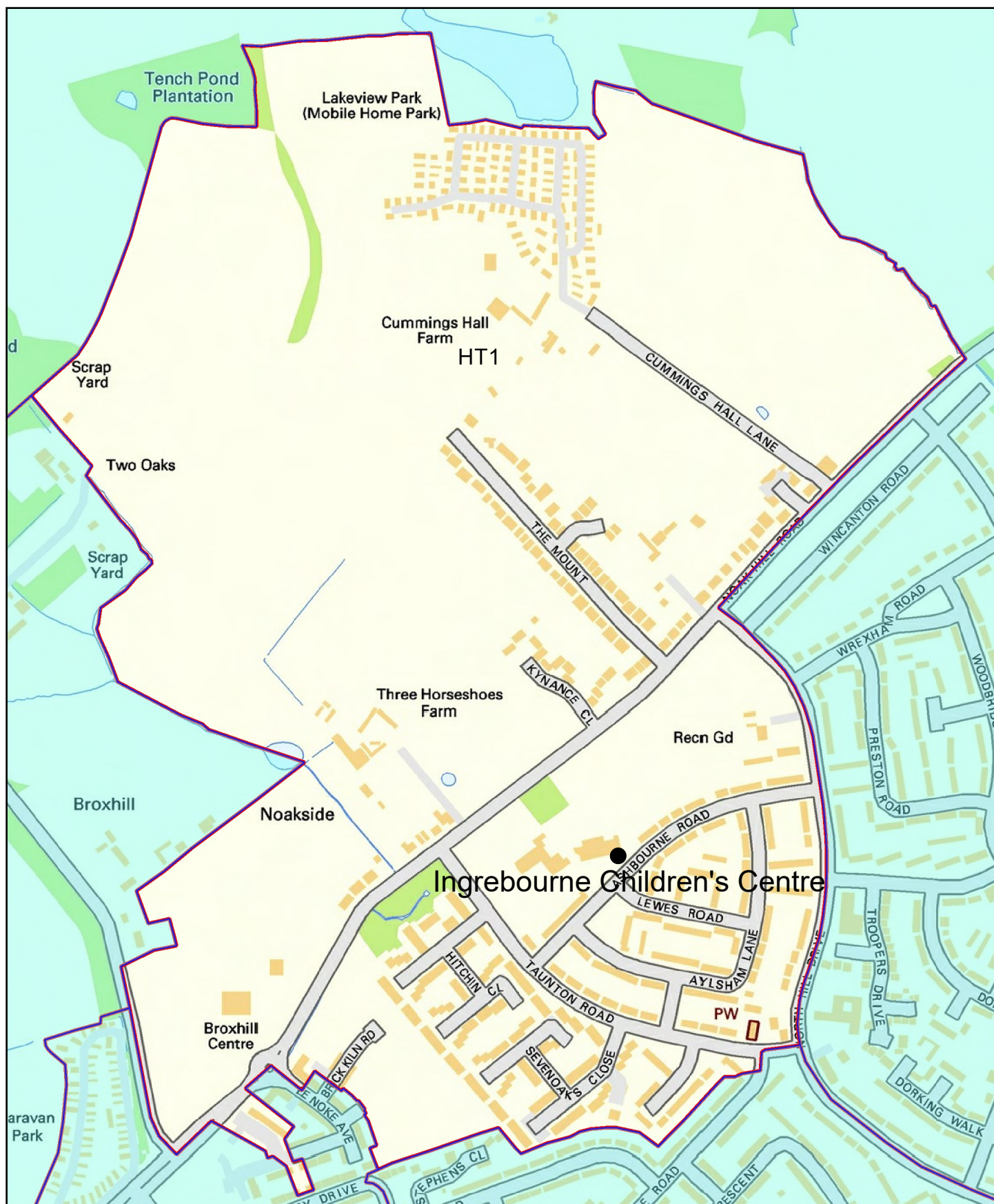




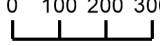

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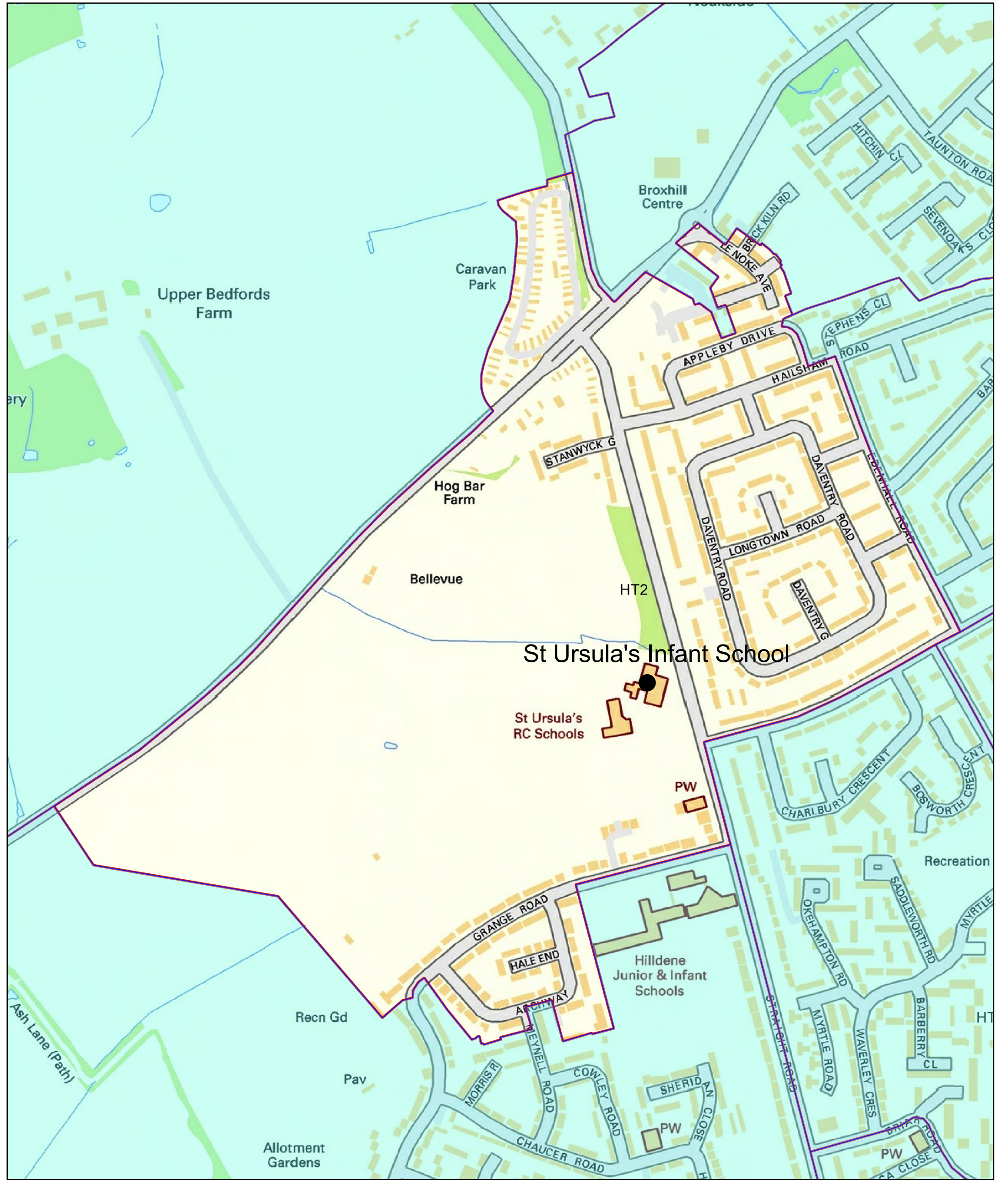




	
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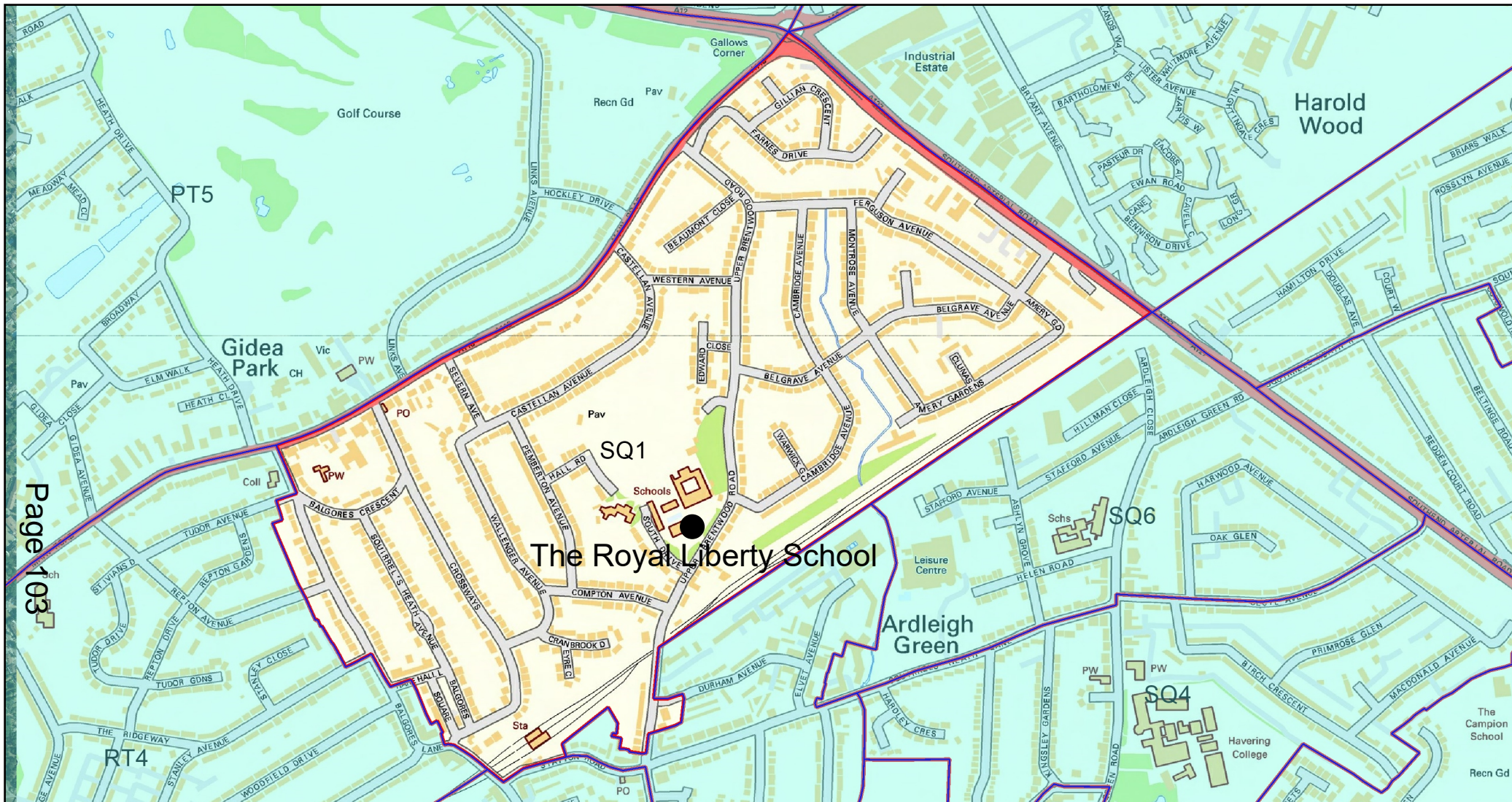
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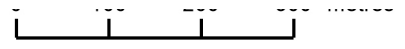






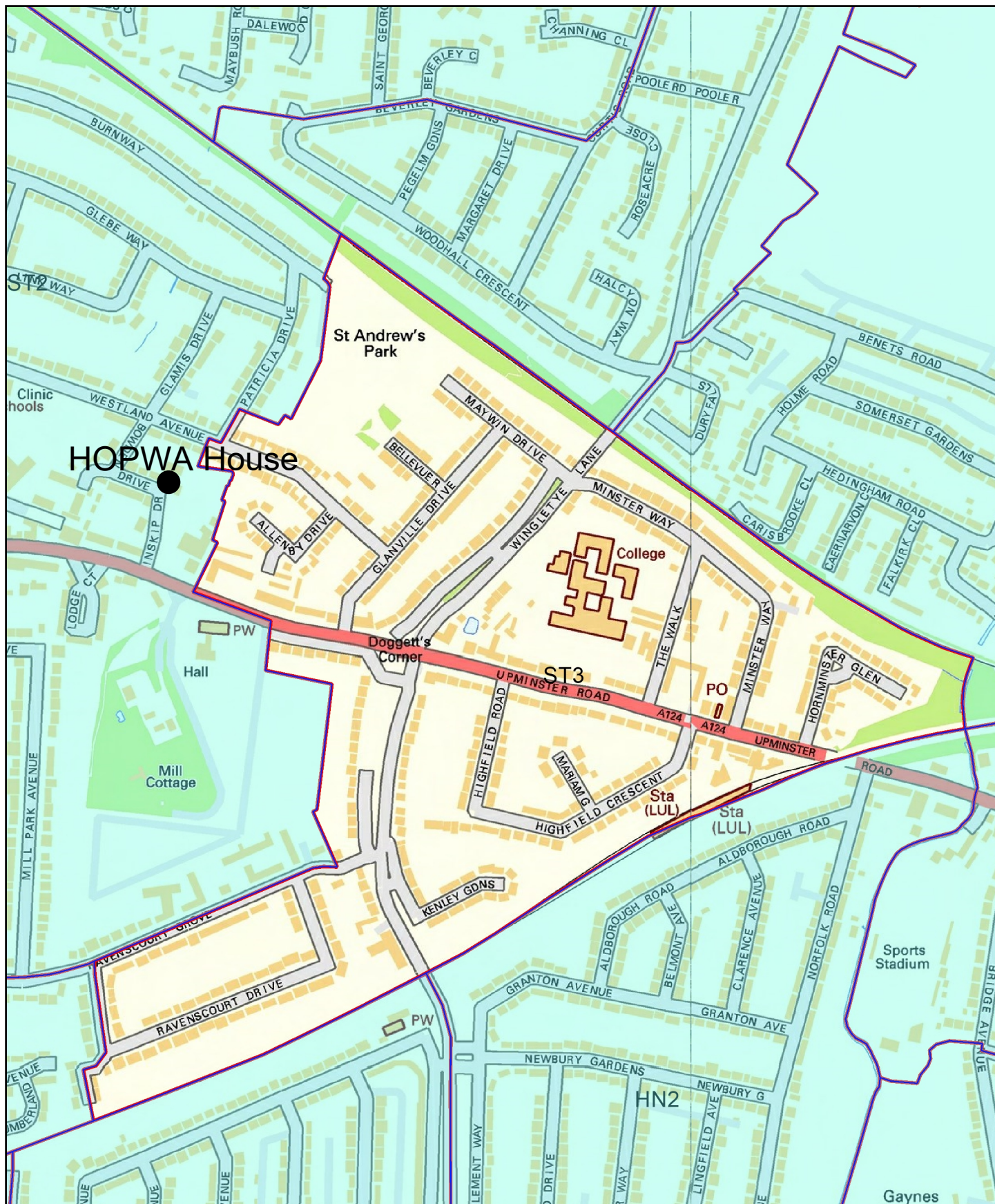
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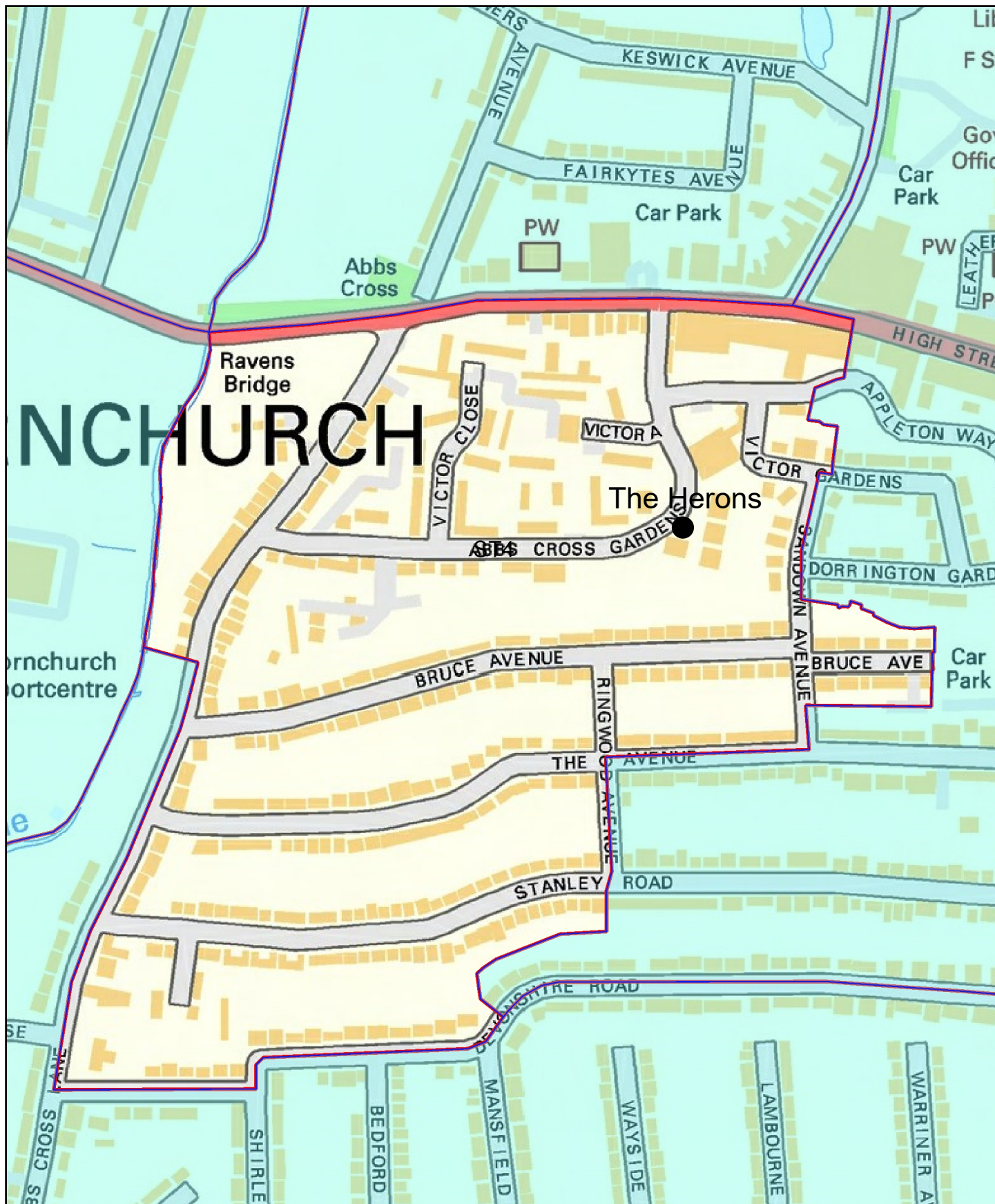
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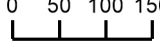





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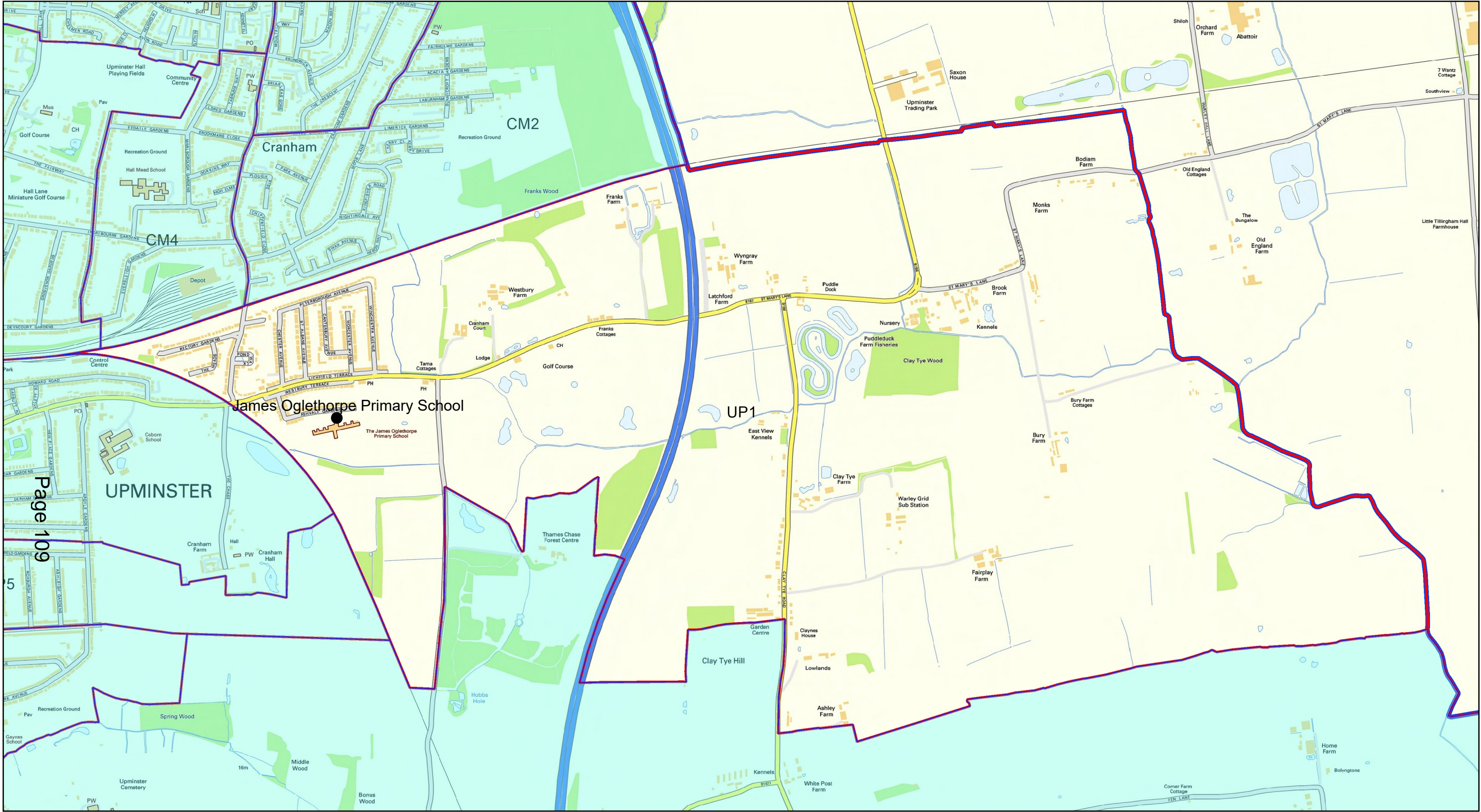




	
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The National Land & Property Gazetteer

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**Havering**  
LONDON BOROUGH



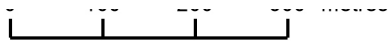
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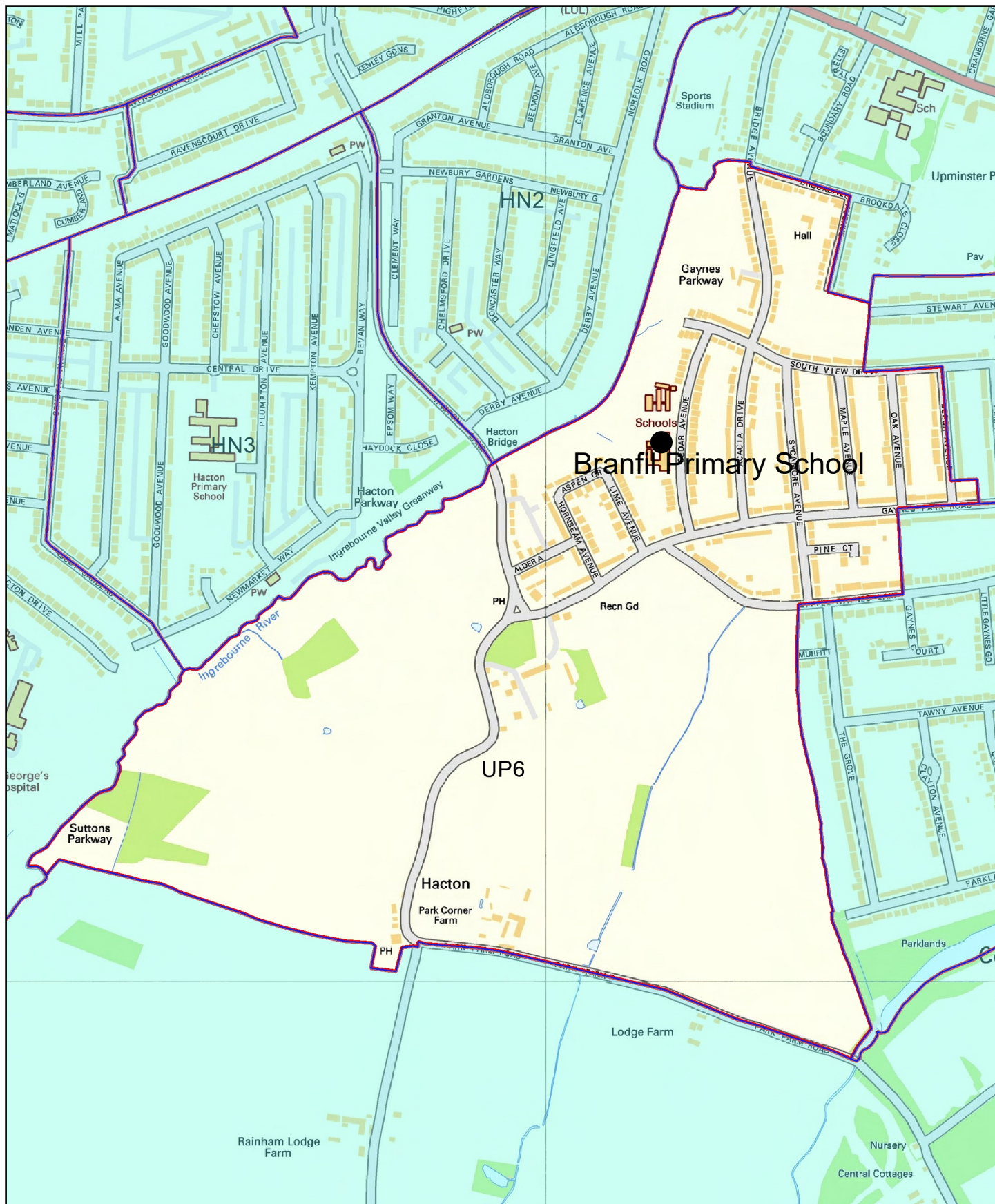




	
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**FULL COUNCIL, 25 September 2019****REPORT OF THE CHIEF EXECUTIVE**

**SUBJECT: BOUNDARY COMMISSION REVIEW, PART 1 (COUNCIL SIZE)**

<b>SUMMARY</b>
----------------

The Local Government Boundary Commission for England (LGBCE) is undertaking a review of the London Borough of Havering's local government electoral arrangements. The outcome of the review will be implemented in readiness for the 2022 Council elections.

The review forms two parts. The first part determines the Council size; I.E. the total numbers of councillors in Havering. To assist the Council in recommending its preferred number to help inform the LGBCE decision on Havering's Council Size, officers have produced a draft submission which recommends that the Council retain its existing cohort size of 54.

Whilst it is recognised that Havering will experience an increase in population growth in some parts of the borough, there is sufficient capacity and resilience in the existing councillor cohort number to continue to fulfil their duties in relation to community leadership, representation, governance and scrutiny. Any increase in councillor numbers will incur additional expenditure at a time when the council is seeking to shrink the size of its workforce and limit the financial burden on taxpayers. It is for Full Council to determine whether the suggested number on council size is acceptable, or to determine an alternative recommendation.

The LGBCE will consider the council's submission when making its decision on the future size of the Council. The LGBCE's final decision on the size of the council is expected 29<sup>th</sup> September 2020.

## RECOMMENDATIONS

That Council recommends to the LGBCE that Council size remains at 54 councillors.

## REPORT DETAIL

Periodically, the LGBCE undertakes reviews of local authority electoral arrangements. In doing so, it reviews the total number of councillors elected to the local authority; the number and boundaries of wards for the purposes of the election of councillors; the number of councillors for any ward of a local authority; and the name of any ward.

Havering's last review was in 1999. It saw the number of wards reduce from 25 to 18 and Councillors reduce from 63 to 54.

The Electoral Review process happens in two distinct parts, specifically Part 1 (Council Size) and Part 2 (Ward Arrangements).

To help inform LGBCE on initial part of the review on the Council Size, the council has prepared a submission which details the borough's governance arrangements, scrutiny functions and the representational role of Councillors.

The council's submission recommends that the Council size remain at 54 Members.

LGBCE will consider the council's submission and will subsequently publish their final decision on the future size of the Council. This is expected to be on 29<sup>th</sup> September 2020. Once LGBCE decision on Council size has been published, the second part of the review will commence which will focus on the ward arrangements of the borough.

### **Legal Implications and Risks:**

The LGBCE has functions under the Local Democracy, Economic Development and Construction Act 2009. It may at any time conduct a review of the area of the council, and recommend whether a change should be made to the electoral arrangements.



The Council has an obligation to assist the LGBCE in determining Havering electoral arrangements. Indeed as part of the review, the Council may make submissions proposing electoral arrangements it considers to be appropriate.

**Human Resource Implications and Risks:**

There are none directly associated with this report.

**Equalities and Social Inclusion Implications and Risks:**

The Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010 requires the Council, when exercising its functions, to have due regard to:

- (i) The need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- (ii) The need to advance equality of opportunity between persons who share protected characteristics and those who do not, and;
- (iii) Foster good relations between those who have protected characteristics and those who do not.

Note: 'Protected characteristics' are: age, gender, race, disability, sexual orientation, marriage and civil partnerships, religion or belief, pregnancy and maternity and gender re-assignment.

Whilst it is the Boundary Commission which will determine Council size, this report has been drafted taking account the Council's obligations under section 149. The report recommends no change to Councillor numbers and therefore there is no impact. An EqHIA has been produced which reflects that position.

Staff Contact:	Andrew Blake-Herbert
Designation	Chief Executive
Email:	andrew.blakeherbert@haverling.gov.uk

**Background paper List**

None

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## **Havering Boundary Commission Review – Stage 1 decision making (councillor numbers overview)**

### **1. Summary**

- 1.1 The following provides details of Member involvement in council decision-making and governance (as strategic decision-makers); scrutiny and partnerships; and when acting in a representational capacity. A summary of recommendations is provided at the end of the document, along with a number of appendices.

### **2. Report Detail**

#### **2.1 Havering's vision**

The vision for Havering as a place to live and work is summed up by our Mission Statement: Cleaner, Safer, Prouder *Together*. This reflects how the Council's priorities align with the things that matter most to Havering residents and recognises the importance of working collaboratively with the Community to achieve these aims.

Our Corporate Plan sets out the Council's ambitions for the borough, focusing on four fundamentals which are all linked around economic growth, investment in infrastructure, improving our neighbourhoods and helping people achieve. Each theme is led by a Corporate Director, with collaboration both internally and externally with partners. The themes are Communities, Place, Opportunities and Connections and these are explained further below:

- **Communities is all about "A helping hand"** - helping young and old fulfil their potential through high-achieving schools and by supporting people to live safe, healthy and independent lives.
- **Place is all about "A great place to live"** - making sure that our neighbourhoods are a great place to live by investing in them and keeping them clean, green and safe with access to quality parks, leisure facilities.
- **Opportunities is all about "Making life better"** - helping people get on in life by creating jobs and skills opportunities and building genuinely affordable homes.
- **Connections is all about "Making life easier"** - making it easier for people to get around and get online by investing in road, transport links, faster internet and free Wi-Fi in town centres.

A set of enablers/guiding principles that underpin the thematic approach are:

- **Community:** Working as one team with our community to tackle local challenges and improve life in our neighbourhoods;
- **Technology:** Making better use of technology to make life easier for our residents and to reduce the cost of public services;
- **Better Use of Assets:** Optimising the use of Council assets to improve the customer experience, increase income and reduce cost; and

- **Commercialisation:** Developing a more commercial approach to the way that we deliver public services by understanding the true cost of delivery services which will lead to more efficient procurement and contract control.

## **2.2 A profile of Havering**

Havering is the third largest borough in London, comprising 43 square miles. It is mainly characterised by suburban development, with almost half of the area dedicated to open green space, particularly to the east of the borough. Havering has around 108 parks and green spaces, with 14 parks having 'Green Flag' status. The borough is 50% Green Belt and resembles Essex in that it has clear Town Centres rather than the continuous mass of housing that makes up the inner London Boroughs. This brings constraints that do not exist in Inner London, such as increased travel time from one urban area to another. As a result, car usage is high, with 77% of households having at least one car and 32.8% having 2 or more cars – the second highest proportion reported in London.

The principal town, Romford, is densely populated and is an area of major metropolitan retail and night time entertainment. The southern part of Havering is within the London Riverside section of the Thames Gateway redevelopment area and will be an area of increasing development and population change.

Havering is a relatively affluent borough with pockets of deprivation to the north (Gooshays and Heaton wards) and south (South Hornchurch). There is a gap in life expectancy between the most and least deprived decile within Havering of 7.9 years for males and 5.5 years for females.

The estimated population of Havering is 256,039 and rising - the borough is predicted to have the 10<sup>th</sup> fastest growth in population of all English authorities (detailed population projections are provided in the next section). Havering has the oldest population in London; almost 24% of its population is 60 plus, compared to a London average of 15%, and 23% nationally. This places a particularly high demand on Havering's health and social care services, compared to other boroughs. Approximately a third of the Council's budget is spent on social care, which will significantly increase in line with the projected demographic changes: further increases are expected in both the older (65 plus) and children age groups.

Around 33% (8,800) of children in the borough live in poverty. Approximately 19% of working age residents have a declared disability/long term illness and Havering has one of the highest rates for serious disabilities among London boroughs.

The current local government finance system has not kept pace with the population changes the borough has faced, with the formula having been frozen since 2013, therefore not reflecting the significant change in demand for services. Havering is one of the nine lowest funded outer London boroughs and has seen the fastest growing child numbers of all the London Boroughs for the last four years in a row - a 45% increase.

The Council has also been unable to access deprivation-linked funding streams and consequently, Havering's Council Tax has been one of the highest in London for many years. That leaves little room for expenditure on universal or discretionary services, therefore the Council has become adept at running services at low cost.

The [IMPOWER INDEX](#) for 2018 listed Havering as the fifth most productive council nationally, having achieved greater than average outcomes from a less than average spend per head. Havering was also the highest ranking council in the south.

**Top 10 most productive councils**

Authority	2018 ranking	2017 ranking
Leicestershire	1	1
East Riding of Yorkshire	2	2
Wigan	3	5
Gloucestershire	4	9
Havering	5	48
Redbridge	6	30
Essex	7	23
Windsor and Maidenhead	8	14
Rutland	9	11
Derbyshire	10	7

## **2.3 Regeneration plans**

Given the changing and growing population of the borough, it is clear that new infrastructure, homes and jobs are required and Havering's Local Plan encapsulates our vision and strategy for future growth and sustainable development up to 2031. A £3bn programme is underway to deliver the Council's ambition to regenerate the area, improving the availability and quality of housing for future generations, whilst ensuring that current homeowners benefit from this ambitious agenda and do not feel short-changed.

The Council has entered into a number of joint ventures and partnerships (e.g. Rainham and Beam Park with Notting Hill Genesis, Bridge Close with Firstbase and Twelve Estates with Wates) to take this forward and invested in Havering Works to leverage and broker skills and jobs. It also has its own housing company, Mercury Land Holdings.

The Council is proud of Havering as a fantastic place to live and is committed to protect what people love about living here, e.g. parks, open spaces, great

schools, bustling Town Centres and relatively low crime rates, whilst making it an even better place to live, work and do business.

## **2.4 Workforce**

Seven out of ten staff who work for the Council live in the borough. As an employer, the Council invests significantly in communicating effectively with its staff on multiple levels: as valued colleagues; as residents who pay council tax and use council services; as agents of change in a time of transformation and financial necessity; and as people who deserve fair treatment and opportunities to flourish and develop in role.

The Council's OD and Workforce development strategy is due to be refreshed to better align with future organisational requirements for the next 2 to 3 years. Looking ahead, the organisation will shrink by approximately a third and this will require a new approach that focusses on highly productive teams, talent management and retention. Like most councils, Havering has a significantly aging workforce and part time workforce, and these will also be considered in light of the above.

## **2.5 Population growth**

Greater London Authority (GLA) projections are the only available projections at ward level, making them the only available data source for London boroughs where any analysis is required at ward level, including for boundary reviews. GLA recommends the housing-led variant as default; however the GLA also provides local authorities with projections based on the development trajectory of their choice. These projections are designated "BPO" or Borough Preferred Option, and are not made public due to the potential sensitivity of the underlying development assumptions provided by the local authority. Where a borough has BPO then this is the preferred option for population projections as it is considered more robust, having utilised the most current local council development data.

The last BPO for Havering was produced by the GLA in February 2019. The housing trajectory provided at the time has not significantly changed and therefore this remains our best data source for population projections.

Using the GLA's 2017-based Borough Preferred Option Projections for Havering, the expected growth in the age 18+ population between 2019 and 2025 is 8.2% - an additional 16,646 adults.

These projections are shown at ward level in the table below. While the rise in the overall 18+ population for the borough is 8.2%, there is a great deal of variance between wards, with South Hornchurch and Romford Town projecting the greatest increases, while in some wards reductions are anticipated.

## GLA 2017-based Borough Preferred Option Projections, Havering Wards, Ages 18+, 2019 & 2025

Ward	Population Size		Change 2019 - 2025	
	2019	2025	Number	%
South Hornchurch	11,352	17,229	5,878	51.8
Romford Town	14,606	21,022	6,416	43.9
Brooklands	14,070	16,166	2,096	14.9
Hacton	10,179	10,822	643	6.3
Gooshays	12,095	12,765	670	5.5
Upminster	10,827	11,111	284	2.6
Hylands	11,068	11,334	267	2.4
Heaton	10,608	10,860	252	2.4
St Andrew's	11,265	11,510	246	2.2
Rainham and Wennington	10,290	10,484	194	1.9
Harold Wood	12,103	12,242	139	1.1
Emerson Park	9,996	10,006	10	0.1
Mawneys	10,557	10,563	6	0.1
Cranham	10,364	10,345	-19	-0.2
Elm Park	10,514	10,473	-41	-0.4
Havering Park	10,388	10,316	-72	-0.7
Pettits	10,753	10,661	-92	-0.9
Squirrel's Heath	11,231	11,002	-229	-2
<b>LB Havering</b>	<b>202,264</b>	<b>218,911</b>	<b>16,646</b>	<b>8.2</b>

Source: GLA LB Havering Pop Projections – BPO

GLA housing led projections involve a complex methodology but simply put is as follows:

$$\text{Current Population} + \text{births} - \text{deaths} + \text{international in} - \text{international out} + \text{domestic in} - \text{domestic out} = \text{Next Year population}$$

Housing plans / projections are utilised in determining the likely migration in and out of the local area alongside the established trend. Where the projected housing stock is expected to be less than projected population needs, it is assumed this will cause a migration out of the area and vice versa.

Net migration will be the main factor among wards projected to have a reduction in all age population by 2025, as shown in the next table.

## Components of change

Ward	Population Size – 2025 (all ages)	Births	Deaths	Net natural change	Net Migration	Net Change
Romford Town	26,753	436	146	290	2,407	2,697
South Hornchurch	23,958	368	155	213	1121	1334
Gooshays	17,576	274	106	168	343	511
Brooklands	22,073	357	141	215	288	504
Harold Wood	16,225	230	121	110	-50	59
Rainham and Wennington	13,585	190	117	73	-34	39
Cranham	13,067	133	124	9	11	20
Hylands	13,989	153	109	44	-30	14
Upminster	13,706	122	175	-52	65	13
Emerson Park	12,133	119	126	-7	19	11
Elm Park	13,540	186	120	66	-55	11
Heaton	14,456	197	113	85	-84	1
Havering Park	13,531	175	126	49	-56	-6
Hacton	13,374	151	116	35	-48	-13
Mawneys	13,616	167	112	55	-76	-21
St Andrew's	14,456	178	158	20	-48	-28
Pettits	13,510	139	140	-1	-32	-33
Squirrel's Heath	14,084	179	109	70	-413	-343
<b>LB Havering</b>	<b>283,634</b>	<b>3,754</b>	<b>2,312</b>	<b>1,442</b>	<b>3,329</b>	<b>4,770</b>

Source: GLA LB Havering Pop Projections – BPO

## **Electorate forecasting**

In order to forecast the electorate for Havering, we have considered the actual electorate (at ward level) over the last three years (2017 to 2019) and the adult (age 18+) population projections provided by the GLA's Borough Preferred Option projections for the same period.

For each of these three years, we divided the electorate figures by the adult population to arrive at a ratio. The average ratio (across the three years) has then been applied to Havering's projected adult population for the year 2025, in order to arrive at a forecast electorate of **208,849**. This is a 9.5% increase on the 2019 electorate.

Assuming no change in the overall number of councillors for Havering (3 per ward, 54 in total), the forecast electorate figure of 208,849 in the year 2025 would result in the average number of electors per councillor rising from 3,533 currently, to 3,868 – an increase of 9%. Several other London boroughs have similar numbers of electors per councillor (see benchmarking in section 2.6); however, Havering's projected population change as a result of housing development means that there is a great deal of variation within this at individual ward level, as can be seen in the next table.



## LB Havering Electorate Projections 2019 – 2025

Ward	Electorate			18+ Population			Average Ratio (Elect / 18+ Pop) 2017-2019	18+ Pop 2025 <sup>2</sup>	Electorate Forecast 2025	Variance from average no. of electors per councillor
	2017 <sup>1</sup>	2018 <sup>1</sup>	2019 <sup>1</sup>	2017 <sup>2</sup>	2018 <sup>2</sup>	2019 <sup>2</sup>				
Brooklands	12,892	12,928	12,849	13,905	14,091	14,070	0.92	16,166	14,861	28%
Cranham	10,020	10,070	9,999	10,269	10,382	10,364	0.97	10,345	10,036	-14%
Elm Park	9,945	9,991	9,976	10,385	10,492	10,514	0.95	10,473	9,980	-14%
Emerson Park	9,813	9,851	9,794	9,922	10,000	9,996	0.98	10,006	9,852	-15%
Gooshays	11,622	11,653	11,533	12,004	12,108	12,095	0.96	12,765	12,271	6%
Hacton	9,946	9,993	9,906	10,083	10,192	10,179	0.98	10,822	10,606	-9%
Harold Wood	10,985	11,009	11,211	11,494	11,709	12,103	0.94	12,242	11,513	-1%
Havering Park	10,152	10,189	10,133	10,256	10,335	10,388	0.98	10,316	10,147	-13%
Heaton	10,294	10,330	10,184	10,438	10,512	10,608	0.98	10,860	10,602	-9%
Hylands	10,552	10,596	10,426	10,758	10,857	11,068	0.97	11,334	10,950	-6%
Mawneys	10,007	10,036	9,974	10,478	10,566	10,557	0.95	10,563	10,034	-14%
Pettits	10,507	10,543	10,384	10,680	10,772	10,753	0.98	10,661	10,406	-10%
Rainham & Wennington	9,836	9,866	9,737	10,194	10,293	10,290	0.96	10,484	10,028	-14%
Romford Town	12,829	12,864	12,519	14,281	14,435	14,606	0.88	21,022	18,542	60%
South Hornchurch	10,625	10,651	10,556	11,255	11,354	11,352	0.94	17,229	16,150	39%
Squirrel's Heath	10,503	10,543	10,389	11,123	11,240	11,231	0.94	11,002	10,295	-11%
St Andrew's	10,816	10,854	10,727	11,130	11,208	11,265	0.96	11,510	11,097	-4%
Upminster	10,561	10,604	10,473	10,711	10,781	10,827	0.98	11,111	10,877	-6%
<b>LB Havering</b>	<b>191,905</b>	<b>192,571</b>	<b>190,770</b>	<b>199,368</b>	<b>201,327</b>	<b>202,264</b>	<b>0.95</b>	<b>218,911</b>	<b>208,849</b>	<b>0%</b>

<sup>1</sup> Local Government Boundary Commission (LGBC) Tool, LB Havering

<sup>2</sup> GLA BPO Projections, LB Havering

*Average electors per councillor in 2025 (assuming no change in councillor numbers) = 3,868*

## **2.6 Benchmarking against similar population size London boroughs**

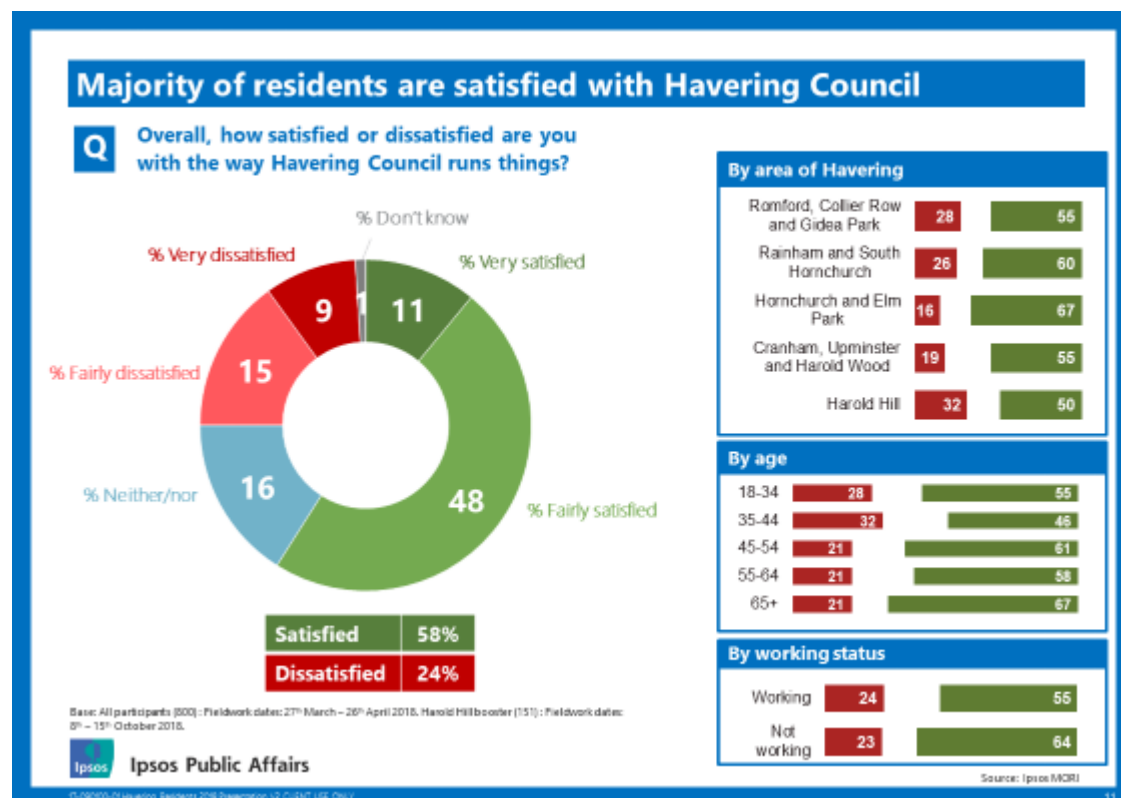
Measured against a number of London boroughs who have governance arrangements and population numbers comparable with those of Havering illustrates the current number measures up and re-affirms the view that there's some limited scope for change but recognising that each individual authority has its own set of circumstances which merit the specific allocation of councillor numbers. The table below shows all London boroughs, with those most similar to Havering highlighted in bold.

Authority	Councillors	Average number of electors per councillor
<b>Barking and Dagenham</b>	<b>51</b>	<b>2,628</b>
Barnet	63	4,013
<b>Bexley</b>	<b>45</b>	<b>3,899</b>
Brent	63	3,631
Bromley	60	4,023
Camden	54	2,850
Croydon	70	4,028
Ealing	69	3,561
Enfield	63	3,400
<b>Greenwich</b>	<b>51</b>	<b>3,686</b>
Hackney	57	3,143
Hammersmith and Fulham	46	2,719
Haringey	57	3,103
Harrow	63	2,865
Havering	54	3,541
Hillingdon	65	3,141
<b>Hounslow</b>	<b>60</b>	<b>3,249</b>
Islington	48	3,171
Kensington and Chelsea	50	1,890
Kingston upon Thames	48	2,405
Lambeth	63	3,504
Lewisham	54	3,695
Merton	60	2,512
Newham	60	3,448
Redbridge	63	3,307
Richmond upon Thames	54	2,580
Southwark	63	3,464
Sutton	54	2,816
Tower Hamlets	45	4,323
<b>Waltham Forest</b>	<b>60</b>	<b>3,122</b>
Wandsworth	60	3,819
Westminster	60	2,232

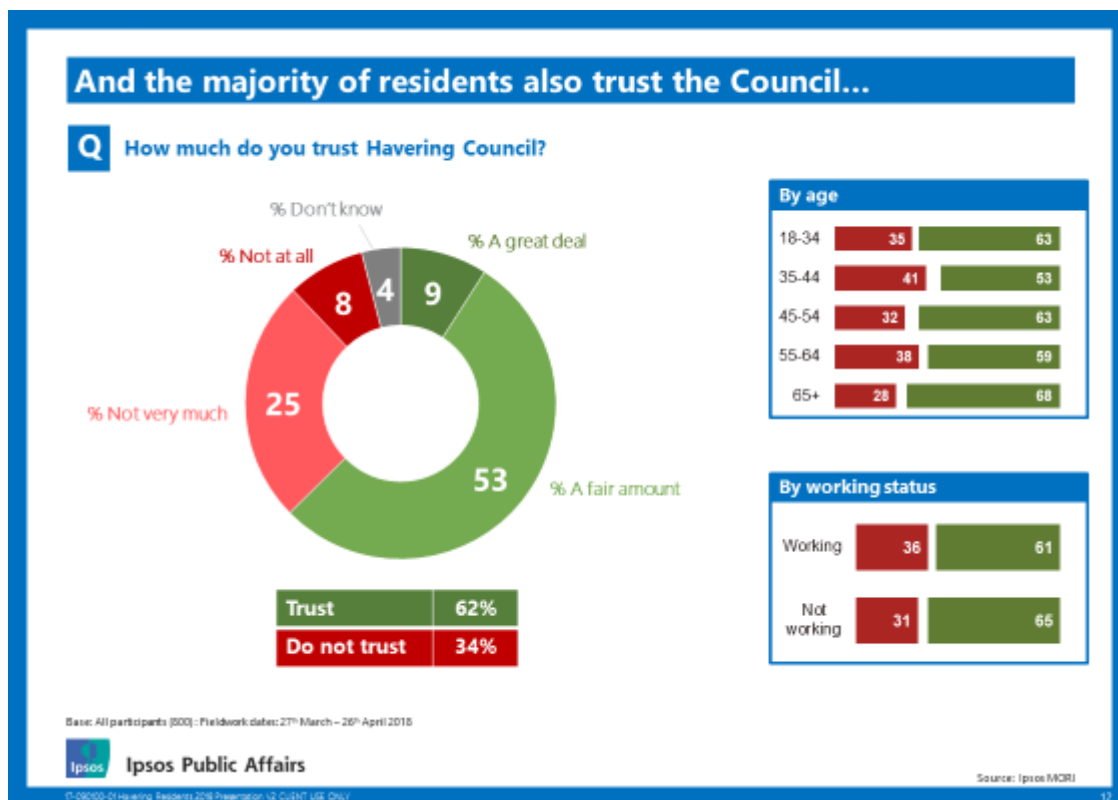
## 2.7 Resident views / expectations

The Council undertook a survey with residents in 2018 to assess their views on how the Council was being run and the quality of the services it delivered. Whilst the majority of residents were satisfied with the Council and how things were being run (Figure 1) and that people trusted the Council (Figure 2), it fared less well when residents gave their response on whether the Council was value for money, with 40% either agreeing or strongly agreeing that it wasn't (Figure 3).

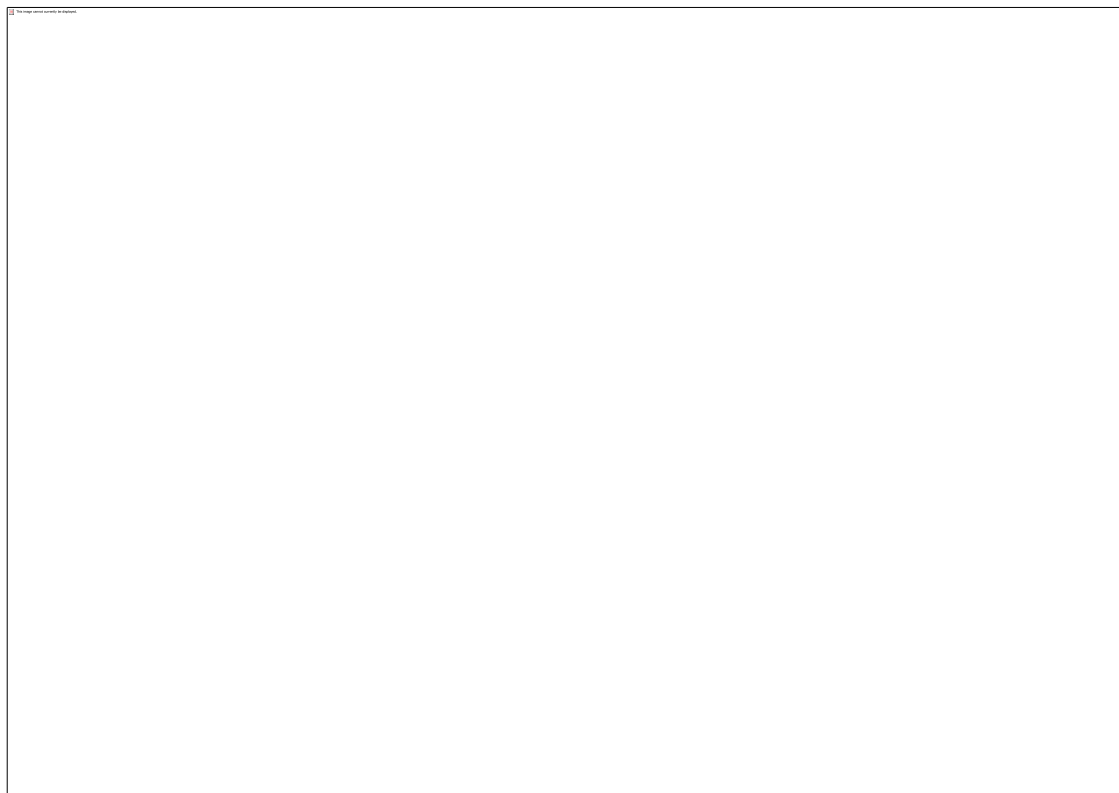
**Figure. 1**



**Figure 2:**



**Figure 3:**



The survey results demonstrate that the Council has to ensure that it uses its resources wisely and concentrates on delivering its service more proficiently and for less money. Increasing councillor numbers incurs greater expenditure at a time when the council is seeking to shrink its workforce size, and could therefore consider reducing councillor numbers as the rest of the council shrinks.

## **2.8 Governance/decision-making considerations**

Havering has 54 elected members with three members in each of its 18 wards. Its members recognise their role as strategic leads for the borough and actively champion the needs of its residents. Members take a proactive role in ensuring the borough is governed effectively and that at the forefront of all decisions made is the drive to improve the quality of life for those who live, work, study and visit Havering.

Since the introduction of Local Government Act 2000, Havering has operated the Strong Leader/Cabinet model of governance.

## **2.9 Political diversity**

Since its inception in 1965, Havering has had a history of wide and varied political representation on Council. The current political make-up being no different with six Groups represented amongst the 54 Councillors. The Conservative Group is by far the largest single grouping but is currently two short of an overall majority. Committee places are allocated, in accordance with legislation, on a proportional basis in line with the proportion of Council seats held by that Group. Most Chairman and Vice-Chairman positions are held by Members from the Conservative Group.

The current political make-up of the Council is as follows;

**Conservative – 26**  
**Residents – 7**  
**Upminster and Cranham Residents – 6**  
**Independent Residents – 6**  
**Labour – 5**  
**North Havering Residents – 3**  
**Independent - 1**

## **2.9 Full Council**

Full Council meets seven times a year and comprises Havering's 54 elected members, with meetings chaired by the Mayor who is appointed on an annual basis at its ceremonial meeting in May. It is also the meeting where the Council confirms its governance structure and decides its allocation of seats on committees (based on political balance rules, see next section) and appoints the chairmen and vice-chairmen to its committees (membership appointments are determined outside of the meeting by the individual groups).

At the first meeting of Full Council following local elections the members appoint a Leader to serve a four year term of office. The Leader in-turn appoints the Cabinet and confirms the executive scheme of delegation.

In addition to determining those decisions which are reserved by statute for full Council (setting the Council's budget and Council tax), there is opportunity at meetings for opposition members to ask questions of the Administration, principally the Executive, and to debate on matters of relevance affecting the borough and its residents.

Full Council also assumes responsibility for maintaining the Council's Constitution and for adopting the committees of Council and its policy framework.

## **2.10 Allocation of committee seats**

The statutory requirements for the allocation of seats on council committees is set out in Section 15(1) of the Local Government and Housing Act 1989.

There are a total of 135 seats on council committees allocated to each of the groups on Council. Appendix 2 is a table which sets out in detail the allocation to each committee based on political balance rules. For ease of reference, the table below sets out the allocation of seats based on proportionality across the Groups (NOTE; the 1 Independent Member on Council does not have entitlement to a seat on a committee, percentages are therefore calculated on a cohort of 53 Members):

<b>Group</b>	<b>Number of councillors</b>	<b>Number of seats on committees</b>
Conservative	26 (49.06%)	66 (48.89%)
Residents'	7 (13.21%)	18 (13.33%)
Upminster & Cranham Residents'	6 (11.32%)	15 (11.11%)
Independent Residents	6 (11.32%)	15 (11.11%)
Labour	5 (9.43%)	13 (9.63%)
North Havering Residents'	3 (5.66%)	8 (5.93%)
<b>TOTAL</b>	<b>53</b>	<b>135</b>

In 2018/19 there were 126 meetings listed in the council's corporate calendar. This figure does not include overview and scrutiny topic group meetings, some partnership meetings, political group meetings, member training and development sessions, outside body meetings or ward surgeries. On average, each councillor serves on 3 committees, with variations across each of the Groups.

### **2.11 Cabinet (Executive)**

Consecutive Council Leaders have operated Cabinet sizes of between seven to ten members. At present there are seven members of the Cabinet, each with a portfolio of responsibilities. The current Cabinet portfolio is attached at Appendix 3.

Significant decisions are taken at meetings of Cabinet which meets monthly. Havering operates an extensive scheme of executive delegation which means that many lesser decisions are taken either by individual cabinet member or in some instances by senior officers. In 2017/18, there were 78 such decisions in addition to the 44 decisions made at Cabinet meetings over that same period.

Cabinet Members are expected to provide political direction and strategic leadership for their areas of responsibility. They play an important role in communicating council policy externally and engaging with communities to better understand their needs and how the Council can support them. Similarly, there is considerable time spent engaging with key partner authorities such as the Metropolitan Police, local health providers and the voluntary sector.

In summary, the workload and weight of responsibility placed upon the Cabinet is significant and has increased since the adoption of the Cabinet model of governance, with added responsibilities including the transfer of public health and the pressures of austerity and reduced funding set against increased demand for housing, children's and adult services.

### **2.12 Theme Boards**

As part of the current Administration's commitment in ensuring it delivers its vision as set out in its corporate plan, revised internal governance arrangements have been established which seek to provide increased Cabinet member oversight of its progress, which was recognised as best practice in the recent Local Government Association (LGA) peer review. Four Theme Boards, operating on a weekly rotation, have been established as the governance mechanism by which this is delivered.

### **2.13 'Meet the Leader' surgery**

Prior to the election in May 2018, a quarterly event called 'Meet the Leader and Cabinet' was held whereby the Council Leader and at least one other Cabinet Member would be available for any resident to approach and discuss any issue of concern related to the business of the council.

Building on the success of its predecessor the newly-appointed Leader increased the frequency of such events and tweaked the format to increase public access to the Leader of the Council. Under the new title of the 'Meet the Leader', events are held monthly across the borough in the council's libraries and advertised in the Council's Living magazine, website and other



forms of social media. Enquiries received at the events are processed as Leader enquiries and written responses are issued.

## **2.14 Overview & Scrutiny**

As is the case with many local authorities Havering's approach to overview and scrutiny continues to evolve since its creation as part of the Local Government Act 2000.

When the legislation came into force in 2002, Havering adopted an overview and scrutiny structure whereby individual committees took ownership for scrutinising specific areas of responsibility, operating their own requisition powers. There were at the time of inception seven O&S committees.

A review in 2014 identified that various models for O&S had been developed across the country and that a "no one size fits all" approach existed. Some local authorities had adopted a "one for one" style, where the O&S Committees matched service delivery areas; others had adopted a cross-cutting system, with O&S committees matched to activities that were common to a number of service areas. The majority of councils across London, and many nationally however, had adopted a single, over-arching O&S committee with sub-committees (known by a variety of names) covering specific areas, some permanent, others set up with a limited scope and timeframe that were dissolved upon completing their task.

Full Council subsequently decided that a single O&S Board be established to undertake all call-in functions and to act as a vehicle by which the effectiveness of scrutiny is monitored and where work undertaken by six themed "committees" could be co-ordinated to avoid duplication and to ensure that areas of priority were being pursued. The current overview and scrutiny governance structure is:

- Overview & Scrutiny Board
- Towns and Communities Overview & Scrutiny Committee
- Environment Overview & Scrutiny Committee
- Children and Learning Overview & Scrutiny Committee
- Individuals Overview & Scrutiny Committee
- Health Overview & Scrutiny Committee (statutory powers under the National Health Service Act 2006)
- Crime and Disorder Overview & Scrutiny Committee (statutory powers under the Police & Criminal Justice Act 2006. (except any referral to Secretary of State, which is reserved to the Council by resolution)).

Havering's approach to overview and scrutiny encompasses three key elements:

- **Policy review:** where a policy or service has been identified for consideration, O&S can conduct a detailed review and make recommendations to Cabinet before final decisions are taken. Much of this work is undertaken by 'topic groups.' Comprising a small number of non-

executive members from across the cohort the topic group will typically meet up to 6 times to engage in consultation with officers and service users, carry out site visits and/or review best practice across the sector before presenting its recommendations for consideration. Each of the committees usually has one topic group in operation at any time.

- **Policy implementation:** O&S can play a part in developing and recommending new policies, often at the request of the executive but sometimes under scrutiny Members' own initiative; or monitor the implementation effectiveness of a Cabinet decision.

Every Cabinet strategy decision is periodically presented, in list form, to the relevant overview and scrutiny committee with a date alongside (eg six months, nine months, one year, two years hence etc.) showing the most suitable period after which a meaningful review might be best undertaken, taking account of any Cabinet recommendation as to the "suitable period". The intention is for the lists submitted to each committee to form part of the work programmes.

- **Holding the Executive to account:** asking Cabinet Members or senior officers to attend O&S committee meetings provides the opportunity to assess performance of services against agreed standards and, where necessary, make recommendations for improvements. As a last resort, scrutiny committees can require the Cabinet, or a Cabinet Member, to reconsider a decision not yet implemented through 'call-in'.

**Call-in** (or "requisition" as it is also referred to) has become an increasingly common feature of overview and scrutiny in Havering and, in part, reflects the political diversity of Council. There have 8 requisitions of executive decisions over the past two years.

The O&S Board comprises 16 Members and meets 6 times a year. One meeting, at the start of the municipal year, agrees the annual work programme of the Board. One meeting considers and comments upon the Cabinet's budget proposals. The remaining meetings undertake the work programme and consider reports from topic groups.

The remaining O&S committees vary in terms of membership sizes but all meet between 4/5 times a year and following the same meeting regime at the Board but do not meet to consider the Cabinet's budget proposals.

The chairmen of overview and scrutiny are required to present their annual reports to the July meeting of Full Council. This is the opportunity to demonstrate the work that has been carried out over the course of the preceding municipal year and how scrutiny has contributed to the workings of Council and improved the lives of its residents and those who work in or visit the borough.

### **2.15 Partnership working**

### **2.16 oneSource Joint Committee**

Established in 2014, oneSource is currently the largest public sector shared service in London and one of the largest in the country. Owned by the London Boroughs of Havering, Newham and Bexley it provides a range of strategic, operational and transactional services both in-house and to other public sector organisations.

oneSource is supported by members through a joint committee structure. Meeting quarterly and comprising three Cabinet Members from both Havering and Newham and one from Bexley, it receives key reports regarding the organisation's strategic operation and direction.

### **2.17 JV Working Party**

The Council's strategic vision for housing-based regeneration of the borough is reviewed by an advisory group of eight Councillors who sit on the Joint Venture Working Party. These Members, including the Cabinet Member for regeneration monitor that there are sufficiently strong partnership arrangements in place with joint venture partners, the GLA and other key bodies to ensure sufficient influence to deliver the regeneration programme.

The Working Party meets at approximately two month intervals and is an Advisory Committee which may make recommendations to the Executive. Any decisions relating to matters within the remit of the Working Party are taken via the normal executive decision making processes of the Council.

### **2.18 Health & Wellbeing Board**

The Health and Wellbeing Board is a partnership arrangement between the Council and public health bodies whose remit is to ensure people in Havering have services of the highest quality and which promote their health and wellbeing. Through commissioning and transformational change, it achieves greater integrated working and makes the best use of collective resources to improve the wellbeing of Havering residents and to work with Health, Social Care and other local services to narrow inequalities and improve outcomes for local residents.

The Board, which includes four member representatives, meets on a monthly basis.

### **2.19 Joint Health Overview & Scrutiny**

Havering has member representation on the Outer North East London Joint Health Overview and Scrutiny Committee (the JOSOC), along with elected representatives from the London Boroughs of Barking & Dagenham, Redbridge and Waltham Forest.

The JOSOC has the remit to scrutinise all matters it perceives to be substantial variations in health services that affect two or more boroughs in Outer North East London. The Committee has the right to respond in its own right to all consultations on such matters, both formal and informal. It is able to make reports and recommendations to a variety of NHS bodies and expects full, written responses when representations are made.

An established and highly regarded committee it meets quarterly across the four boroughs.

## **2.20 Council-side**

### **2.21 Governance and Audit Committees**

The Council's Governance Committee assumes responsibility for the monitoring and maintenance of the Council's Constitution, frequently making recommendations to Full Council regarding the operational effectiveness of committee procedure rules. In addition, it is given delegated authority for the appointment of Chief Officers and for determining appeals made by staff in respect of disciplinary, capability and grievance matters.

The committee is also responsible for the promotion and maintenance of the Standards regime in accordance with the Member Code of Conduct.

The Audit Committee complements the work of the Governance Committee by ensuring that audit control mechanism and processes are adequate and working effectively across the Council, including its approach to risk management.

### **2.22 Planning**

Following the 2018 Council elections, Havering adopted a new committee structure for planning matters. Whilst the approval of non-contentious applications is delegated to officers, those objected to by Councillors or members of the public are heard at Planning Committee. In 2018/19, the committee met on 13 occasions to consider 33 applications.

Larger schemes are brought to the Strategic Planning Committee, which also acts as a mechanism by which outline details of large scale applications can be presented to Members at an early stage of the application process and feedback sought. Meetings of the Strategic Planning Committee can often be lengthy and Members have to analyse complex information and assess the contrasting opinions of interested parties who have the opportunity to make representations both in writing and at the meeting. Such interested parties including applicants, ward councillors and local residents. In 2018/19, the committee met on 13 occasions to consider 40 applications.

The workload and prominence of the Strategic Planning Committee is likely to increase in the coming years with an increase in the number of significant and

contentious applications as the Council proceeds with its ambitious housing-based regeneration programme in association with its development partners.

Both committees consist of eight Councillors and meet alternately on a four weekly cycle.

Local ward councillors are also regularly involved when planning applications refused by the local authority move to the appeal stage. Whether it be way of written representations or by attendance at a planning hearing organised by the Planning Inspectorate, local residents will call upon ward councillors to make representations on their behalf.

### **2.23 Licensing**

The Licensing Committee deals with functions under Licensing and Gambling legislation covering matters such as the licensing of premises (including late night refreshment), controlled drinking zones and gambling. Most individual applications are heard via sub-committee meetings comprising three Councillors and take place during the daytime, either a morning or afternoon session. The committee also periodically reviews and if so required recommends changes to the Council's Licensing Policy. In 2017-18, the Licensing Sub-Committees met on 22 occasions.

### **2.24 Adjudication & Review**

Unlike many local authorities, Havering has retained a Member component to its corporate complaints procedure. Comprising a three stage process, complainants can request a member review of their complaint should they remain dissatisfied with responses received at Stages 1 (service response) and 2 (Chief Executive response). Complaints at Stage 3 are reviewed by a three member panel.

The volume of activity undertaken by adjudication and review members is low. Over the past 2 years there have been 5 complaints which have progressed to a Stage 3 Member review panel. Complainants have the option of progressing their complaint to the Local Government Ombudsman without passing through Stage 3 of Havering's complaints process.

### **2.25 Mayoralty**

The Mayor is elected annually at the Full Council meeting in May, with the Deputy Mayor appointed by the incoming Mayor. The Mayor undertakes three key roles; chairing meetings of Full Council; collect and distribute monies on behalf of local charities; and act as the first citizen of the borough in an ambassadorial capacity.

The Mayoralty is held in high regard by council members and there is an expectation that office-holder will ensure its continued high profile across the borough and beyond. This is reflected in the number of public engagements, civic and ceremonial events which both the Mayor and Deputy Mayor are

expected to attend. In both 2017/18 and 2018/19, the total number of events attended exceeded 700 per year.

## **2.26 Outside Bodies**

The Council appoints Members to a large number of other organisations which may be statutory or voluntary in nature. Some appointments are made direct by Governance Committee whilst others are recommendations made by Governance Committee to the Leader under the executive arrangements.

Appointments and recommendations are confirmed annually at the start of the municipal year at a meeting of Governance Committee. In 2017/18, 95 external positions were filled by Councillors. The full list of outside body appointments is set out in Appendix 4.

## **2.27 Member Enquiries**

Ward councillors in Havering play an active role in representing their constituents, whether that be responding to an individual service failure or highlighting a matter which requires Council attention and/or representation on behalf of the community. Ward councillors are often the first port of call and act as the conduit/signpost between the complainant(s), the Council and any other third parties.

Member profile and ease of access and availability has increased in recent years through improvements in technology and the Council's strategy of Member self-service as staffing support reduces. All councillors are afforded the opportunity of using a council-issue laptop or iPad. The transition from council staff acting as the first point of contact for Member correspondence via the Town Hall to residents communicating directly with the Member (via email in many instances). The role of the 21<sup>st</sup> century councillor has evolved to focus increased prominence as community leaders and acting as the signposts for support services.

In the main, ward councillors manage their own casework and raise enquiries direct with the Council. There are exceptions however with the Leader and Cabinet having direct support staff who progress enquiries on their behalf.

The mediums by which ward councillors maintain contact with their constituents has increased through advances in information technology and social media. Member enquiries can be received either by way of telephone, email or online via the Council's website. Enquiries are then processed using a centralised complaints management system and redirected to the relevant team for action/response.

In some instances, Members have by-passed the system and gone to known officers directly for a response. Where such instances have occurred they are

unlikely to have been captured and data will not have been recorded for the purposes of this exercise.

Data on the number of Member Enquiries received for 2017/18 (this includes enquiries received from local MPs):

<b>Service</b>	<b>2017/18</b>
Business Rates	2
Cemeteries & Crematorium	5
Community Safety	2
Council Tax	5
Customer Services	5
Facilities Management	1
Development & Transportation Planning	1
Environmental Health	78
Housing – Management	14
<b>Housing –Retained Housing Services</b>	<b>1109</b>
Learning & Achievement	24
Libraries	1
Licensing	9
Parks and Open Spaces	85
Planning & Building Control	192
Public Protection	7
Regeneration	2
<b>Roads and Pavements</b>	<b>546</b>
Social Care – Adults	68
Social Care – Children’s	63
Street Cleansing	252
Trading Standards	3
<b>Traffic &amp; Parking Control</b>	<b>589</b>
Transport	3
Waste and Recycling	73
<b>TOTAL</b>	<b>3139</b>

### 3 **Conclusion**

In reaching a proposal on council size, the council must:

- Have confidence that the council can fulfil its decision-making obligations and duties across its range of responsibilities;
- Have confidence that the council can fulfil its duties to outside bodies and the scrutiny function; and
- Ensure that the council has an effective representational role with its constituents

The council has to be mindful of the projected increases in population size to 2025 and beyond, as demonstrated elsewhere in this document. Increases in



population size and a changing demographic will almost certainly pose challenges that will require increased engagement and more open and transparent decision-making.

It should however be recognised that in light of the ongoing financial challenge facing local government, the council has little option but to reduce the size and scale of its workforce. Any increase in councillor numbers will run contrary to that approach and result in an increase in expenditure, and it could be argued that councillor numbers could be reduced too.

In a council which currently has six political groups, meeting the statutory requirements for political proportionality on council committees has meant that committee sizes are on the high side. Any increases in councillor numbers will reduce the frequency of attendance at evening meetings. Similarly, there will be the opposite effect where councillor numbers to reduce.

Havering Council therefore recommends that the number of councillors should remain at 54.

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## Equality & Health Impact Assessment (EqHIA)

### Document control

<b>Title of activity:</b>	Boundary Commission Review – Part 1 submission
<b>Lead officer:</b>	<i>Andrew Beesley, Head of Democratic Services</i>
<b>Approved by:</b>	<i>Andrew Blake-Herbert, Chief Executive</i>
<b>Date completed:</b>	10/9/19
<b>Scheduled date for review:</b>	<i>The review of arrangements is undertaken periodically by the LGBCE. The date of the next review is not yet known.</i>

Please note that the Corporate Policy & Diversity and Public Health teams require at least **5 working days** to provide advice on EqHIAs.

<b>Did you seek advice from the Corporate Policy &amp; Diversity team?</b>	Yes
<b>Did you seek advice from the Public Health team?</b>	Yes
<b>Does the EqHIA contain any confidential or exempt information that would prevent you publishing it on the Council's website?</b>	No

Please note that EqHIAs are **public** documents and must be made available on the Council's [EqHIA webpage](#).

**Please submit the completed form via e-mail to [EqHIA@haverling.gov.uk](mailto:EqHIA@haverling.gov.uk) thank you.**

# 1. Equality & Health Impact Assessment Checklist

Please complete the following checklist to determine whether or not you will need to complete an EqHIA and ensure you keep this section for your audit trail. If you have any questions, please contact [EqHIA@havering.gov.uk](mailto:EqHIA@havering.gov.uk) for advice from either the Corporate Diversity or Public Health teams. Please refer to the Guidance in Appendix 1 on how to complete this form.

## About your activity

1	Title of activity	<i>Boundary Commission Review – Part 1 submission</i>		
2	Type of activity	<i>The Local Government Boundary Commission for England has statutory powers conduct a review of the area of the council and whether any changes should be made to its electoral arrangements</i>		
3	Scope of activity	<i>The council is a consultee in the review process. Full Council will determine the council's submission following consideration of a report by officers</i>		
4a	Are you changing, introducing a new, or removing a service, policy, strategy or function?	No	If the answer to <u>any</u> of these questions is 'YES', please continue to question 5.	If the answer to <u>all</u> of the questions (4a, 4b & 4c) is 'NO', please go to question 6.
4b	Does this activity have the potential to impact (either positively or negatively) upon people (9 protected characteristics)?	No		
4c	Does the activity have the potential to impact (either positively or negatively) upon any factors which determine people's health and wellbeing?	No		
5	If you answered YES:	<b>Please complete the EqHIA in Section 2 of this document.</b> Please see Appendix 1 for Guidance.		
6	If you answered NO:	<i>The report before Full Council recommends no change in the total number of councillors on Havering Council. There is therefore no impact upon people or any factors which determine people's health and wellbeing</i>		

Completed by:	<i>Andrew Beesley, Head of Democratic Services</i>
Date:	<i>10/9/19</i>



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LONDON BOROUGH OF HAVERING	
Havering Population Projections	2019
2020 – 2025 by Ward	By Public Health Intelligence London Borough of Havering

<b>Information requested:</b>	Population projections for the London Borough of Havering by ward, all ages and 18+ for the years 2020 and 2025.
<b>Requested by:</b>	Lucy Goodfellow
<b>Purpose:</b>	Havering Ward Boundaries Review
<b>Date Completed:</b>	18/06/2019
<b>Analyst:</b>	Anthony Wakhisi



## 1. Population Projections

Population projections in the UK are provided by the Office for National Statistics (ONS) and the Greater London Authority (GLA). All population projections take into account fertility (births), mortality and migration trends and are based on the most current ONS mid-year population estimates as at the time of publication.

## 2. Types of Projections

Borough population projections fall into two categories: those that do and do not include housing development data. Those that include development data are referred to as 'development-led' or 'housing-linked' projections and those that do not as 'trend-based' projections.

### 2.1 Trend-based Projections

This category includes the GLA's 'trend-based' borough projections<sup>1</sup> and ONS's subnational projections.<sup>2</sup> These are produced by models which project forward on the basis of recent trends in fertility, migration and mortality.

While no development data is used in the model, past development influences the previous migration trends that are used to project forward. As such, these models implicitly assume that recent development trends will continue in the future.

### 2.2 Housing-linked Projections

Housing-linked projections incorporate information about future development with the aim of arriving at a more realistic picture of the future population. The GLA produces publicly available projections based on the trajectories from the latest Strategic Housing Land Availability Assessment (SHLAA).<sup>3</sup>

The GLA also provides local authorities with projections based on the development trajectory of their choice. These projections are designated "BPO" or Borough Preferred Option, and are not made public due to the potential sensitivity of the underlying development assumptions provided by the local authority.

### 2.3 Projections Similarities & Differences

Appendix 1 summarises the similarities and differences between ONS and GLA population projections.

## 3. Recommended Projections

GLA projections are the only available projections at ward level. Therefore for London boroughs the projection of choice where analysis is required at ward level e.g. for boundaries review - this is the only available data source. GLA recommends the housing-led variant as default, **however where a borough has BPO then this is**

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<sup>1</sup> [https://londondatastore-upload.s3-eu-west-](https://londondatastore-upload.s3-eu-west-1.amazonaws.com/Demography/document_archive/methodology_2016based_trend_model.pdf)

[1.amazonaws.com/Demography/document\\_archive/methodology\\_2016based\\_trend\\_model.pdf](https://londondatastore-upload.s3-eu-west-1.amazonaws.com/Demography/document_archive/methodology_2016based_trend_model.pdf)

<sup>2</sup> <https://www.ons.gov.uk/releases/subnationalpopulationprojectionsforengland2016basedprojections>

<sup>3</sup> <https://www.london.gov.uk/what-we-do/planning/london-plan/new-london-plan/strategic-housing-land-availability-assessment>

the preferred option as it is considered more robust having utilised the most current local council development data.

Tables 2 to 5 show both GLA housing-led and BPO population projections for the London Borough of Havering by ward, all ages and 18+ for the years 2020 and 2025. Also included is the magnitude of change (numbers and percentages) between 2020 and 2025.

Table 2: GLA 2016-based Housing-led Projections, Havering Wards, All Ages, 2020 & 2025

Ward	Population Size		Change 2020-2025	
	2020	2025	Number	%
South Hornchurch	16,527	21,628	5,101	30.9
Romford Town	18,557	23,602	5,045	27.2
Brooklands	19,630	21,830	2,200	11.2
Hacton	12,761	14,039	1,278	10.0
St Andrew's	13,987	15,171	1,184	8.5
Harold Wood	15,083	16,233	1,150	7.6
Elm Park	13,578	14,631	1,053	7.8
Squirrel's Heath	14,369	15,163	794	5.5
Hylands	13,454	14,069	615	4.6
Rainham and Wennington	13,189	13,772	583	4.4
Mawneys	13,612	14,120	508	3.7
Havering Park	13,569	14,072	503	3.7
Pettits	13,710	14,193	483	3.5
Cranham	13,203	13,678	475	3.6
Gooshays	16,522	16,967	445	2.7
Emerson Park	12,375	12,715	340	2.7
Heaton	14,259	14,501	242	1.7
Upminster	13,458	14,579	1,121	8.3
<b>LB Havering</b>	<b>261,843</b>	<b>284,963</b>	<b>23,120</b>	<b>8.8</b>

Source: Greater London Authority

Table 3: GLA 2016-based Housing-led Projections, Havering Wards, Ages 18+, 2020 & 2025

Ward	Population Size		Change 2020-2025	
	2020	2025	Number	%
Romford Town	14,516	18,433	3,917	27.0
South Hornchurch	12,002	15,109	3,107	25.9
Brooklands	14,131	15,526	1,395	9.9
Hacton	10,215	11,077	862	8.4
St Andrew's	11,253	12,108	855	7.6
Upminster	10,740	11,555	815	7.6
Harold Wood	11,486	12,145	659	5.7
Elm Park	10,406	11,019	613	5.9
Squirrel's Heath	11,213	11,736	523	4.7
Hylands	10,787	11,194	407	3.8
Mawneys	10,486	10,799	313	3.0
Havering Park	10,247	10,549	302	2.9
Rainham and Wennington	10,196	10,490	294	2.9
Cranham	10,284	10,515	231	2.2
Pettits	10,667	10,888	221	2.1
Gooshays	11,974	12,181	207	1.7
Emerson Park	9,895	10,064	169	1.7
Heaton	10,325	10,449	124	1.2
<b>LB Havering</b>	<b>200,823</b>	<b>215,837</b>	<b>15,014</b>	<b>7.5</b>

Table 4: GLA 2017-based Borough Preferred Option Projections, Havering Wards, All Ages, 2020 & 2025

Ward	Population Size		Change 2020-2025	
	2020	2025	Number	%
South Hornchurch	15,525	23,958	8,433	54.3
Romford Town	18,825	26,753	7,928	42.1
Brooklands	19,270	22,073	2,803	14.5
Gooshays	16,618	17,576	959	5.8
Hacton	12,471	13,374	903	7.2
St Andrew's	13,956	14,456	499	3.6
Rainham and Wennington	13,179	13,585	406	3.1
Upminster	13,366	13,706	340	2.5
Harold Wood	15,911	16,225	314	2.0
Hylands	13,756	13,989	233	1.7
Heaton	14,344	14,456	113	0.8
Cranham	12,971	13,067	97	0.7
Elm Park	13,466	13,540	74	0.5
Mawneys	13,596	13,616	20	0.2
Emerson Park	12,130	12,133	3	0.0
Pettits	13,511	13,510	-1	0.0
Havering Park	13,604	13,531	-73	-0.5
Squirrel's Heath	14,383	14,084	-299	-2.1
<b>LB Havering</b>	<b>260,882</b>	<b>283,634</b>	<b>22,752</b>	<b>8.7</b>

Source: London Borough of Havering (Medium Term Migration) & GLA

Table 5: GLA 2017-based Borough Preferred Option Projections, Havering Wards, Ages 18+, 2020 & 2025

Ward	Population Size		Change 2020-2025	
	2020	2025	Number	%
Romford Town	14,672	21,022	6,350	43.3
South Hornchurch	11,610	17,229	5,619	48.4
Brooklands	14,156	16,166	2,011	14.2
Hacton	10,161	10,822	661	6.5
Gooshays	12,121	12,765	644	5.3
Upminster	10,833	11,111	278	2.6
St Andrew's	11,233	11,510	278	2.5
Rainham and Wennington	10,279	10,484	204	2.0
Heaton	10,670	10,860	189	1.8
Hylands	11,172	11,334	162	1.5
Mawneys	10,544	10,563	19	0.2
Emerson Park	9,991	10,006	15	0.2
Harold Wood	12,238	12,242	4	0.0
Cranham	10,351	10,345	-6	-0.1
Elm Park	10,500	10,473	-27	-0.3
Havering Park	10,366	10,316	-50	-0.5
Pettits	10,734	10,661	-73	-0.7
Squirrel's Heath	11,298	11,002	-296	-2.6
<b>LB Havering</b>	<b>202,928</b>	<b>218,911</b>	<b>15,983</b>	<b>7.9</b>

Source: London Borough of Havering (Medium Term Migration) & GLA

## Appendix 1

Table 6: Similarities and differences between ONS and GLA population projections

Projection	Description	Area	Frequency	Lowest Geography	Most Recent Projection
ONS Sub-national Population Projections (SNPP)	<p>Assume past trends in births, deaths and migration will continue in the future.</p> <p>They are the 'official' projections which are used for central government funding to local authorities.</p>	England	Every 2 years	Borough	2016 based published May 2018
GLA Trend-based Projections (Short term, medium and long-term)	<p>Assume past trends in births, deaths and migration will continue in the future.</p> <p>Trends are based on the previous 5, 10 and 15 Years.</p>	England	Annual	Borough	2017 based published November 2017
GLA Housing-led Projections	<p>Take housing development into account alongside past trends.</p> <p>Based on the results of the 2016 Strategic Housing Land Availability Assessment (SHLAA).</p> <p>GLA recommends that London boroughs utilise these projections for most uses.</p>	London	Annual	Wards and Medium Super Output Areas (MSOA)	2016 based published November 2017
GLA Borough Preferred Option (BPO)	Similar to the housing-led variant, but based on development data held by the council.	London	Ad hoc	Wards and Medium Super Output Areas (MSOA)	Based on the latest ONS mid – year population estimates

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Appendix 2 – Allocation of seats on committees

	<b>Conservative</b>	<b>Residents'</b>	<b>UCR</b>	<b>IR</b>	<b>Labour</b>	<b>NHR</b>
<b>Governance</b>	6	2	1	1	1	1
<b>Licensing</b>	5	2	1	1	1	1
<b>Strategic Planning</b>	4	1	1	1	1	0
<b>Planning</b>	4	1	1	1	1	0
<b>A&amp;R</b>	4	1	1	1	1	0
<b>Highways Advisory</b>	4	1	1	1	0	1
<b>Audit</b>	3	1	1	0	0	1
<b>Pensions</b>	3	1	1	0	1	1
<b>O&amp;S Board</b>	8	2	2	2	1	1
<b>Children &amp; Learning OS</b>	5	1	1	1	1	0
<b>Individuals OS</b>	3	1	1	1	1	0
<b>Towns &amp; Communities OS</b>	4	2	1	1	1	0
<b>Environment OS</b>	3	0	0	1	1	1
<b>Health OS</b>	3	1	0	1	0	1
<b>Crime OS</b>	3	0	1	1	1	0
<b>Joint Venture Working Party</b>	4	1	1	1	1	0
<b>Seats entitled</b>	<b>66</b>	<b>18</b>	<b>15</b>	<b>15</b>	<b>13</b>	<b>8</b>

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### Appendix 3 – Cabinet Member Portfolios

CABINET MEMBER	PORTFOLIO
Councillor Damian White (Leader of the Council)	<ul style="list-style-type: none"> <li>• Strategy and Policy direction of the Council</li> <li>• Strategic Financial Planning</li> <li>• HR and Workforce Strategy</li> <li>• Communications</li> <li>• Regeneration</li> <li>• Performance Management</li> </ul>
Councillor Robert Benham (Cabinet Member for Education, Children & Families and Deputy Leader of the Council)	<ul style="list-style-type: none"> <li>• Children and Young People's Services</li> <li>• Special Educational Needs</li> <li>• Schools</li> <li>• Autism</li> </ul>
Councillor Joshua Chapman (Cabinet Member for Housing)	<ul style="list-style-type: none"> <li>• Housing Management, Policy and Allocation</li> <li>• Homelessness</li> <li>• Private Sector Rented Accommodation</li> <li>• Planning and Building Control</li> </ul>
Councillor Osman Dervish (Cabinet Member for Environment)	<ul style="list-style-type: none"> <li>• Street care</li> <li>• Waste Management</li> <li>• Highways</li> <li>• Parks</li> </ul>
Councillor Jason Frost (Cabinet Member for Health and Adult Care Services)	<ul style="list-style-type: none"> <li>• Adult Social Care</li> <li>• Public Health</li> <li>• Health and Social Care Integration</li> </ul>
Councillor Viddy Persaud (Cabinet Member for Public protection and Safety)	<ul style="list-style-type: none"> <li>• Community Safety</li> <li>• Health and Safety</li> <li>• Public Protection</li> <li>• Licensing</li> <li>• Emergency Planning</li> <li>• Births, Deaths and Marriages</li> <li>• Culture (exc. Parks)</li> <li>• Voluntary Sector</li> <li>• Youth Services</li> <li>• Customer Services</li> </ul>
Councillor Roger Ramsey (Cabinet Member for Finance and Property)	<ul style="list-style-type: none"> <li>• oneSource</li> <li>• Property Strategy and Asset Management</li> <li>• Financial Management</li> <li>• Treasury Management</li> <li>• Pension</li> <li>• Risk Management</li> <li>• Transformation</li> </ul>



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## Appendix 4 - Appointments to other Organisations 2019/2020

<b>ORGANISATION AND NUMBER OF APPOINTEES</b>	<b>MEMBER APPOINTED (Non Executive Appointments)</b>
Adoption & Permanency Panel-2	<b>Cllr Christine Smith and Cllr Gillian Ford</b>
Citizens Advice Havering - 2	<b>Cllr Christine Smith and VACANCY</b>
Coopers Company & Coborn Educational Foundation	<b>Cllr Chris Wilkins</b>
Essex Wildlife Trust (Bedfords Park Management Committee)	<b>Cllr Ray Best</b>
Governor Panel - 3	<b>Cllr Robert Benham, Cllr Gillian Ford and Cllr Paul McGeary</b>
Havering Arts Council - 5	<b>Cllr Jason Frost, Cllr Tim Ryan, Cllr Joshua Chapman, Cllr Linda Hawthorn and Cllr Tele Lawal</b>
Havering Association for People with Disabilities - 2	<b>Cllr Christine Smith and Cllr Stephanie Nunn</b>
Havering Bands and Majorettes Association- Executive Committee - 3	<b>Cllr Reg Whitney, Cllr Osman Dervish and Cllr Denis O'Flynn</b>
Havering Chamber of Commerce and Industry	<b>Cllr Jason Frost</b>
Havering Children's Trust	<b>Cabinet Member for Education, Children &amp; Families – Cllr Robert Benham</b>
Havering Community Safety Partnership – 2	<b>Cabinet Member for Public Protection and Safety – Cllr Viddy Persaud the Chief Executive – Andrew Blake-Herbert</b>
Havering Joint Forum - 6	<b>Leader of the Council – Cllr Damian White, Deputy Leader of the Council – Cllr Robert Benham, Leader of the Opposition Group – Cllr Ray Morgon Cllr Michael White Cllr Linda Hawthorn Cllr Keith Darvil</b>
Havering Sports Council - 5	<b>Cabinet Member for Public Protection and Safety – Cllr Viddy Persaud, Cllr Ciaran White, Cllr Sally Miller, Cllr Linda Hawthorn and Cllr Tele Lawal</b>

#### Appendix 4 - Appointments to other Organisations 2019/2020

Havering Sixth Form College - 1	<b>Mrs Wendy Brice Thompson (till 30 September 2020)</b>
Havering Theatre Trust - 3	<b>Cllr Philippa Crowder, Cllr Gillian Ford and Cllr Paul McGeary</b>
Hornchurch Housing Trust (Nomination Trustees) - 6	<b>Cllr Damian White and Cllr Carol Smith (until February 2021) Cllr John Mylod and Cllr Nic Dodin (until February 2022) Cllr Joshua Chapman and Cllr Melvin Wallace (until February 2023)</b>
Local Government Association General Assembly - 4	<b>Leader of the Council – Cllr Damian White, Leader of the Opposition - Cllr Ray Morgon Councillor Robert Benham Councillor Michael White</b>
Local Government Information Unit - 1	<b>Cllr Damian White,</b>
London Home & Water Safety Council -1	<b>Cabinet Member for Environment – Cllr Osman Dervish</b>
London Road Safety Council - 2	<b>Cllr Robert Benham and Cllr Osman Dervish</b>
London Youth Games-1	<b>Cabinet Member for Public Protection and Safety – Cllr Viddy Persaud</b>
Lucas Children's Play Charity Nominative Trustees – 2	<b>Cabinet Member for Education, Children &amp; Families (Cllr Robert Benham) and Cllr Gillian Ford (appointed till November 2019)</b>
North East London NHS Foundation Trust – 1	<b>Director of Adult Services – Barbara Nicholls</b>
Poyntz (aka. Richard Poyntz's) and other charities	<b>Mrs June Alexander(until March 2020) Cllr Ron Ower (until March 2020) and Rev. Michael Sparrow (until March 2020)</b>
Relate North East - 2	<b>Cllr Viddy Persaud and Cllr Carol Smith</b>
Reserve Forces & Cadets Association -1	<b>Cllr Barry Mugglestone</b>

#### Appendix 4 - Appointments to other Organisations 2019/2020

Romford Town Management Partnership	<b>Cllr Robert Benham and Cllr Joshua Chapman</b>
Romford Combined Charity <u>Nominative Trustees</u> – 2	<b>Councillor Joshua Chapman (until 3.11.20) and Mrs Wendy Brice Thompson and Councillor Dilip Patel (until 3.11.22) Councillor Melvin Wallace (until 3.11.19)</b>
Safer Neighbourhood Board	<b>Cabinet Member for Public Protection and Safety – Cllr Viddy Persaud</b>
Sight Action Havering	<b>Cllr Christine Smith</b>
Standing Advisory Council for Religious Education (SACRE) - 5	<b>Cllr Philippa Crowder, Cllr Judith Holt, Cllr Stephanie Nunn, Cllr Gillian Ford and Cllr Tele Lawal</b>
Tenant Management Organisations - 3	<b>BETRA (Gooshays) – Cllr Paul McGeary DELTA (Squirrels Heath)- Cllr Melvin Wallace PETRA (St Andrews') – Cllr John Mylod</b>
Veolia ES Cleanaway Havering Riverside Trust - 1	<b>Cllr Robert Benham</b>
Wennington Quarry Community Liaison Committee- 1 (until May 2022)	<b>Cllr Paul McGeary</b>

## Appendix 4 - Appointments to other Organisations 2019/2020

ORGANISATION AND NUMBER OF APPOINTEES	MEMBER APPOINTED (Executive Appointments)
East London Waste Authority - 2	Cllr Osman Dervish and Cllr Robert Benham
London Councils	Representative (1): Leader of the Council – Cllr Damian White Deputy: (1) Deputy Leader of the Council – Cllr Robert Benham (2) Cllr Roger Ramsey
Transport & Environment Committee	Representative (1): Cllr Osman Dervish Deputies (up to 4): Cllr Jason Frost Cllr Viddy Persaud Cllr Robert Benham Cllr Roger Ramsey
Grants Committee	Representative (1): Cllr Viddy Persaud Deputy (up to 4): Cllr Jason Frost
Pensions CIV (Sectorial Joint Committee)	Representative (1): Chairman of Pensions Committee – Cllr John Crowder Deputy (up to 2): Cllr Jason Frost and Cllr Joshua Chapman
Greater London Employment Forum	Representative (1): Cllr Robert Benham Deputy Representative (1): Cllr Viddy Persaud
Newable (formerly Greater London Enterprise Limited ) -1	Leader of the Council – Cllr Damian White
London Riverside (BID) Ltd	Representative (1): Leader of the Council – Cllr Damian White
Thames Gateway Strategic Group	Leader of the Council and Cabinet Member for Environment - Cllr Damian White and Cllr Osman Dervish



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**FULL COUNCIL, Wednesday 25 September 2019**

## **MEMBERS' QUESTIONS**

### **Planning Committees of the Council**

- 1) To the Leader of the Council (Councillor Damian White)  
From Councillor Stephanie Nunn**

Given the lack of planning applications coming forward to both the Planning and Strategic Planning Committees, would the Leader of the Council agree that it is time for the two committees to be merged back together in order to save valuable Council resources?

### **Special Edition of *Living* Magazine**

- 2) To the Leader of the Council (Councillor Damian White)  
From Councillor Jeffrey Tucker**

The government introduced guidelines to prevent Council magazines being used and abused to promote "party politics on the rates"! However it appears the guidelines are being ignored if the numerous appearances of the Council Leader and Cabinet in a single issue is anything to go by and this is particularly noticeable in the special edition of *Living* produced for the three Wards in the South of the Borough. How much did the special edition cost to produce and deliver?

### **Preparations for Brexit**

- 3) To the Leader of the Council (Councillor Damian White)  
From Councillor Gillian Ford**

What preparations has the Council made for Brexit?

### **Sunday Parking Charges**

- 4) To the Leader of the Council (Councillor Damian White)  
From Councillor Paul McGeary**

Will the Council review its "pay to pray" policy which is having an adverse impact on Havering Town centres and its communities?

### **Charging points for Electric Cars**

- 5) To the Cabinet Member for Environment (Councillor Osman Dervish)  
From Councillor Darren Wise**

Could the Cabinet Member please outline the Council Policy and plans to ensure there are appropriate charging points for Electric Cars in residential streets where there is no off-street parking available for householders whom may live in a flat or in a cul-de-sac and thus have no access to the frontage of their properties to provide their own electric recharging facility?



## **Hornchurch Country Park**

**6) To the Cabinet Member for Environment (Councillor Osman Dervish)  
From Councillor Gerry O'Sullivan**

Hornchurch Country Park was recently voted in a Council competition as the most popular park in Havering. Does the Cabinet Member agree that this demonstrates what the Residents Group have been saying for years that you don't have to waste residents money on getting a green flag to have a highly rated and popular park

## **Sunday Parking**

**7) To the Leader of the Council (Councillor Damian White)  
From Councillor Jan Sargent**

Parking charges have been increased and now include Sundays. Certain areas retain the 30 mins free parking and the altered machines show this includes Sundays. However many residents tell me they cannot obtain the 30 mins free ticket on a Sunday (and not available on the Pay By Phone app either) only the flat rate ticket. Please can the Council Leader provide an update on the situation?

## **Cost of Signage**

**8) To the Cabinet Member for Environment (Councillor Osman Dervish)  
From Councillor Chris Wilkins**

Officers have confirmed that the Council's strategy to promote the ongoing Highways Investment Programme is behind the popping up of blue 'Another road fixed by Havering Council' signs. At a cost of £36.18 including installation, how many of these signs have been installed that could have gone towards filling pot holes?

## **Section 92 Police Officers**

**9) To the Cabinet Member for Public Protection and Safety (Councillor Viddy Persaud)  
From Councillor Tele Lawal**

In view of the Governments recent announcement to increase police numbers does the Executive intend to revisit the decision of Cabinet relating to additional police officers appointed under the MOPAC Partnership Plus Scheme for S92 Police Officers?

## **Security in the Town Hall**

**10) To the Cabinet Member for Public Protection and Safety (Councillor Viddy Persaud)  
From Councillor Martin Goode**

Could the Cabinet Member please provide an update regarding what security measures are being taken to enhance the Security, Protection and Safeguard for

all Council workers, Officers , Members and the general public when visiting or carrying out their duties within the Town Hall building?

### **Service Charges to Council Tenants**

- 11) **To the Cabinet Member for Housing (Councillor Joshua Chapman)**  
**From Councillor Ray Morgon**

Given that Council tenants pay separately for a variety of services, would the Cabinet Member confirm how the Council demonstrates that tenants actually receive the service which they have paid for through various charges?

### **Unit Bedroom Sizes in New Developments**

- 12) **To the Leader of the Council (Councillor Damian White)**  
**From Councillor Graham Williamson**

Could the Council Leader advise us of the percentage breakdown of the unit bedroom sizes i.e. 1, 2, 3+ of all the approved residential planning applications since April 2018?

### **Controlled Parking Zones Consultations**

- 13) **To the Cabinet Member for Environment (Councillor Osman Dervish )**  
**From Councillor Linda Van den Hende**

A number of parking restrictions have been put on hold across the Borough due to the role out of the Administrations CPZ consultations. Could the Cabinet Member advise this Council how long this process will take to be rolled out across the Borough?

### **Environmental Policies**

- 14) **To the Cabinet Member for Environment (Councillor Osman Dervish )**  
**From Councillor Carole Beth**

When will the Executive commence its review of Environmental Policies as determined at the Full Meeting of Council on 10th July 2019?

### **80-84 Market Place, Romford**

- 15) **To the Cabinet Member for Finance and Property (Councillor Roger Ramsey)**  
**From Councillor Ray Morgon**

Would the Cabinet Member provide a full set of accounts, both revenue and capital, for 80-84 Market Place, Romford since the Council signed a lease back in August 2016.



**COUNCIL, 25 September 2019**

## **MOTIONS**

### **A. PLANNING AND DEVELOPMENT ON OPEN GREEN SPACES**

#### **Motion on behalf of the Independent Residents', Residents' and Upminster and Cranham Residents' Groups**

This Council views with concern the lack of protection and the rise of planning and development proposals on Havering's high value public open green spaces. Currently at risk and under threat are the Upminster Pitch & Putt, Gooshays Green and Dover's Farm Green.

Whilst we are under pressure from the Mayor of London and the Government to deliver unsustainable housing targets, our green and open spaces including green belt, must be preserved on health and wellbeing and air quality grounds. Council therefore agrees that the focus must turn to the mapping and development of the borough's brownfield sites before consideration is given to the development of the borough's green spaces.

#### **Amendment on behalf of the North Havering Residents' Group**

This Council calls upon the Mayor of London to re-consider the impact on communities that his Housing Strategy has caused. In particular the specific borough-level targets it places on local authorities for residential development on small sites such as Gooshays Green which is unfair on the communities that live in the vicinity and have to suffer through lack of infrastructure. The Council will therefore consider local residents views prior to making any final decisions on appropriation and development of this site in Harold Hill and where feasible prioritise the building on small sites in other locations within the borough.

#### **Amendment on behalf of the Conservative Group**

This Council welcomes the administration's approach of safeguarding Havering's Greenbelt through the local plan process and commends its programme of estate regeneration, which will deliver a significant increase in affordable housing, whilst helping to meet the current housing targets.

#### **Amendment on behalf of the Labour Group**

Delete the words "we are under pressure from the Mayor of London and the Government to deliver unsustainable housing targets"

## **Council, 25 September 2019**

Insert in place thereof “recognising the urgent need to increase the supply of affordable homes”

*For clarity, amended motion would read as follows:*

This Council views with concern the lack of protection and the rise of planning and development proposals on Havering’s high value public open green spaces. Currently at risk and under threat are the Upminster Pitch & Putt, Gooshays Green and Dover’s Farm Green.

Recognising the urgent need to increase the supply of affordable homes, our green and open spaces including green belt, must be preserved on health and wellbeing and air quality grounds. Council therefore agrees that the focus must turn to the mapping and development of the borough’s brownfield sites before consideration is given to the development of the borough’s green spaces.

## **B. ITEMS LEFT IN COMMUNAL RESIDENTIAL AREAS**

### **Motion on behalf of the Independent Residents’ Group**

Following the Grenfell disaster the government ordered local councils to review the safety of all their social housing and as a result Havering tenants were told to remove all mats and flowers from communal areas. The Council Leader (then Cabinet Member for Housing) said this followed advice from the Fire Brigade to keep communal areas clear of clutter (obstructions), but it shows an absence of common-sense for this sensible advice to be interpreted as an order to remove all mats and flowers, as these don’t undermine safety but improve tenants quality of life.

To assist the council in taking proportionate and appropriate safety measures this Council calls on the Executive to insist the government release details of the actual cause of the Grenfell fire, which for some reason is being withheld, and inform tenants that sensible mats and flowers are once again allowed in communal areas?

### **Amendment on behalf of the Conservative Group**

This Council endorses the Administration’s fire safety approach to Council estates which is based upon guidance from the London Fire Brigade.

**C. MINUTE'S SILINCE AT COUNCIL MEETINGS**

**Motion on behalf of the Independent Residents' Group**

It's custom and practice for members to hold a minutes silence for former councillors, but at the Annual Meeting of Council the Mayor's agenda papers included calling for a minute's silence to honour those who lost their lives in the terrorist attacks that took place in New Zealand and Sri Lanka! The Council Leader said it was Mayoral discretion rather than an Executive decision to mention these attacks and he fully supported the Mayor's decision!

However Council agrees extending tributes beyond former councillors can be contentious and therefore calls on the Mayor to seek agreement from group leaders beforehand to avoid the practice being brought into disrepute.

**Amendment on behalf of the Conservative Group**

This Council recognises the discretion of the Mayor of Havering in allowing moments of respect during meetings of Full Council; it also welcomes the minute silence in honouring the victims of New Zealand and Sri Lanka terrorist attacks.

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