

**MINUTES OF A MEETING OF THE
OVERVIEW & SCRUTINY BOARD
Havering Town Hall, Main Road, Romford
3 May 2017 (7.00 - 9.40 pm)**

Present:

COUNCILLORS

Conservative Group	John Crowder, Steven Kelly, Robby Misir, Dilip Patel, Viddy Persaud (Vice-Chair), Linda Trew and Michael White
Residents' Group	Barbara Matthews, Ray Morgon and Barry Mugglestone
East Havering Residents' Group'	Gillian Ford (Chairman) and Linda Hawthorn
UKIP Group	Ian de Wulverton and Lawrence Webb
Independent Residents' Group	Graham Williamson
Labour	Keith Darvill

No apologies for absence were received.

All decisions were taken with no votes against.

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

18 MINUTES

The minutes of the meeting held on 1 February 2017 were agreed as a correct record and signed by the Chairman.

19 UPDATE ON SICKNESS ABSENCE

The briefing note before Members updated on workplace wellbeing.

The briefing note outlined progress made to manage absence in Havering and the achievements made following the individual meetings between the Deputy Leader of the Council and Directors and the Chief Executive.

Members noted that since direct additional HR support to managers had begun in 2016 sickness absence figures had fallen.

The Day One Absence Pilot that had been implemented in October 2016 in Streetcare and Catering had also been a success.

Although significant work had been undertaken, focus needed to be maintained by managers to ensure absence levels continued to decrease and a number of initiatives were planned to assist with this.

In conclusion Havering still had some way to go to reach the target of 8.5 days absence per employee however national data was showing other organisation's absence levels as increasing. Havering had achieved a reduction in absence levels through both improved management and HR intervention.

The Board **NOTED** the briefing note.

20 **PROPOSED CORPORATE PERFORMANCE INDICATORS AND TARGETS FOR 2017/18**

The report before Members set out the proposed Corporate Performance Indicators for 2017/18.

The Council's new Vision for the borough, four strategic priorities and the supporting outcomes and delivery statements were approved as part of the Council's Budget 2017/18 at the Cabinet meeting on 8 February.

In line with this new Vision, a new set of Corporate Performance Indicators (PIs) had been developed which set out how the Council would measure progress in delivering the strategic outcomes and delivery statements. These indicators were approved in principle by Cabinet on 12 April, subject to consideration of feedback from the Overview and Scrutiny Board. The final set of corporate PIs for 2017/18 was due to be agreed by the Cabinet at its June meeting.

The report set out (at **Appendix 1**) the draft new set of Corporate Performance Indicators and the proposed targets for 2017/18 for review by the Overview and Scrutiny Board prior to the finalisation of the individual Service Plans, which would go live in July 2017.

Underpinning each of the four new priorities was a set of strategic outcomes and delivery statements that explained how each outcome would be achieved. The proposed new set of Corporate Performance Indicators had been designed to measure the Council's success in implementing these delivery statements and the wider strategic outcomes.

The draft Corporate Performance Indicators for 2017/18 offered a more outcomes-focused set of indicators that measured the Council's progress in delivering its key transformation plans and strategies. The indicators included a mixture of both qualitative and quantitative measures as well as key milestones for major transformation programmes.

Members noted the proposed inclusion of a number of engagement / perception measures, which would provide Members with direct feedback from residents and service users regarding their overall wellbeing; how they felt about living in their local area; how satisfied they were with Council services, and the outcomes that these services have helped them to achieve. As a result, there were more indicators that could only be measured annually than has been the case in previous years. However, where this was the case and where possible, quarterly corporate performance reports would include commentary and narrative on the actions being taken in pursuit of these objectives and targets.

Given that the proposed new Corporate Performance Indicators were closely aligned to transformation plans and strategies, they were less service specific and more cross-cutting across a number of service areas than the current set. As such, many of the new corporate PIs would not fit neatly into the remit of one of the Overview and Scrutiny Sub-Committees. In light of this, it had been agreed in principle that, from 2017/18, Corporate Performance Reports were only reported to the Overview and Scrutiny Board on a quarterly basis, followed by Cabinet, with the reports being made available simultaneously to all Members of the Overview and Scrutiny Sub-Committees.

The Chairmen of the Overview and Scrutiny Sub-Committees would still be able to request reports on performance against particular indicators as required and would still be able to commission more detailed analysis / investigation of areas within their remits that they considered warranted further consideration.

Members were advised that there was an error on PI 2. The figure for drugs should have read 35% and the figure for alcohol should have read 10%.

During the debate Members agreed that it would be useful to know which of the performance indicators were statutory requirements and which were local indicators.

Several Members commented that the overview & scrutiny process had not been considered when the indicator set had been drawn up and that the indicators served only to promote the Administration's aspirations. Members also questioned the level of consultation that had taken place with Members.

Several Members suggested that overview & scrutiny should be looking at more operational targets and should be driven by backbenchers and not the Administration

In response officers commented that there had been extensive dialogue with all political groups and that operational performance would still be monitored and tracked.

Members also agreed that it would be useful if indicators could be identified as to whether they were statutory or local indicators.

Several Members highlighted that the indicators were not representative of what resident's concerns were throughout the borough and that overview & scrutiny going forward should be looking at resident's concerns relating day to day operational issues as problems still existed with data held by the Council and how it dealt with issues raised by residents.

In response officers commented that the Council was working hard to improve the quality of its data held and improving the sharing of information corporately.

Officers also commented that the aspirational targets took into account the rising property/land prices in the borough that would see extensive regeneration of the area to allow for the maximisation of development/business opportunities.

Members commented that residents had concerns regarding such issues as the environment, planning, parking and homelessness.

Several Members commented that this set of PI's were strategic and of more benefit to the Administration and that operational performance indicators of benefit to the Overview & Scrutiny Sub-Committees.

Officers commented that there would be a resource implication on providing two sets of indicators.

The consensus between Members was that each Overview & Scrutiny Sub-Committee should nominate two performance indicators that they wished to monitor and receive updates on.

It was **AGREED** that an item be put on the agendas for the next round of Sub-Committee meetings to allow for discussion and nomination of the indicators the Sub-Committees wished to scrutinise.

It was **AGREED** that the Corporate Performance Indicators and Targets for 2017/18 be agreed by Cabinet in June and individual Cabinet Members signing off the associated service plans before they went live in July 2017.

21 **MARKET TRANSFORMATION PROGRAMME UPDATE**

The report before Members provided an update on the Market Transformation Plan.

The report detailed the physical transformation and improved use of the market space, branding, identity and vision, business growth and development of market offer and the operational management.

Included in the report was a timetable showing an indicative programme for the procurement and construction phases.

Members were advised that planning permission had been granted for the Market House and agents had been appointed to secure a pre-let for the unit. Four contractors have been invited to submit a full tender to build the Market House. Officers advised that there were two strong contenders, one of which had already opened negotiations. Once the tenders had been evaluated a decision would be taken whether to proceed or not.

Marlborough who were the principle contractor for the utility works would be invited to undertake the Public Realm works if the works progressed.

The provisional programme for the works had been submitted and it was anticipated that everything would be completed by June 2018, if the decision to proceed with the transformation was taken.

Cabinet at its meeting in November 2016 had given an in principle approval to the proposals. This decision had been called-in and referred back to Cabinet for reconsideration. At its meeting on 16 December 2015 Cabinet had re-affirmed its decision.

Officers had prepared a tender specification for the development of a new market brand and identity and final preparations were being made to launch a tender exercise for the appointment of a marketing specialist.

The events which had been organised in the run up to Christmas had seen an increase in footfall and officers were preparing a programme of events for 2017 commencing with activity over Easter.

Having established a baseline which showed the average weekly footfall was approximately 142k, a growth strategy would now be developed in line with the vision.

A new Market Manager had been appointed in January who was focusing on a number of key transformational areas. These included a trader incentive scheme to support recruitment and retention during the construction phase and developing an operational plan to accommodate and relocate existing permanent traders who would be displaced during the Market House build.

Members commented that they had concerns at the overall programme for improvement encompassing the East End, Market House and West End, car parking and public realm. Members sought and received clarification to indicate where the decision to proceed had been taken, together with full details of all the proposed works.

Members felt it would be useful to carry out an in depth review of the proposals, with officers providing full details of all approvals showing clearly what proposals had been approved and by whom, a detailed

business plan supporting the proposals and a detailed budget indicating clearly where funding had already been approved. This review would be undertaken before any tender was let for the building of the Market House.

During the debate Members commented that they had concerns that the planned transformation might not be enough to save the Market as Romford itself, as a town centre, lacked attractiveness to visitors and was in need of regeneration.

Officers advised that the Council was in the initial stages of drafting a masterplan for Romford which would include details of the regeneration of the whole of Romford both commercially and residentially.

Members commented that the market currently offered nothing different from other areas and mentioned markets in Camden and Borough that were well established and drew in visitors from across London.

Members suggested that town's shopping centres impacted on the market's viability and that shoppers were more likely to attend other local shopping centres that offered extensive and free parking provision.

Members questioned as to why the transformation works were taking place before the masterplan for Romford had been drafted.

In response to a question regarding the publication of the masterplan for Romford, officers responded by commenting that it was hoped that the masterplan would be drafted by the end of the current year.

22 OVERVIEW AND SCRUTINY SUB COMMITTEE/TOPIC GROUP UPDATES

The report before Members detailed the current work of the six Overview & Scrutiny Sub-Committees.

Members noted two updates to the work of the Sub-Committees.

The Chairman of the Children & Learning Sub-Committee advised that three students, along with their parents, from Corbets Tey @ The Avelon had attended and participated in the last meeting of the Sub-Committee. The students had given Members an insight into what they enjoyed studying and the activities they took part in at the school.

The Chairman of the Crime & Disorder Sub-Committee updated Members that the landlord of the property in which the Probation Service was based in Victoria Road had asked the service to leave and the service was now looking into securing new premises.

It was **AGREED** that the current work of the six Overview & Scrutiny Sub-Committees be noted.

23 **SUSPENSION OF STANDING ORDERS**

During the discussion of the reports the Board **RESOLVED** to suspend Committee Procedure Rule 8 in order to complete the consideration of the remaining business of the agenda.

Chairman