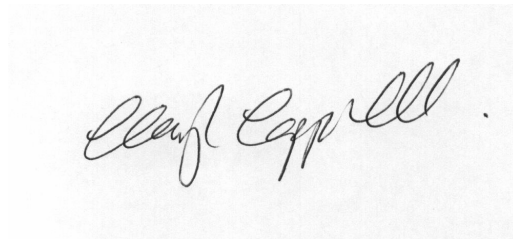


# COUNCIL

**7.30pm WEDNESDAY, 22 JULY 2009  
AT HAVERING TOWN HALL  
MAIN ROAD, ROMFORD**

**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**

A handwritten signature in black ink, appearing to read 'Ian Buckmaster', is centered on a light grey rectangular background.

**Chief Executive**

**For information about the meeting please contact:**

**Ian Buckmaster (01708) 432431**

*ian.buckmaster@haverling.gov.uk*

**NOTE: FOR EASE OF REFERENCE, ALL REPORTS TO  
THIS MEETING HAVE BEEN BOUND IN A SEPARATE VOLUME**

## **NOTES ABOUT THE MEETING**

### **1. HEALTH AND SAFETY**

**The Council is committed to protecting the health and safety of everyone who attends its meetings.**

**At the beginning of the meeting, there will be an announcement about what you should do if there is an emergency during its course. For your own safety and that of others at the meeting, please comply with any instructions given to you about evacuation of the building, or any other safety related matters.**

### **2. MOBILE COMMUNICATIONS DEVICES**

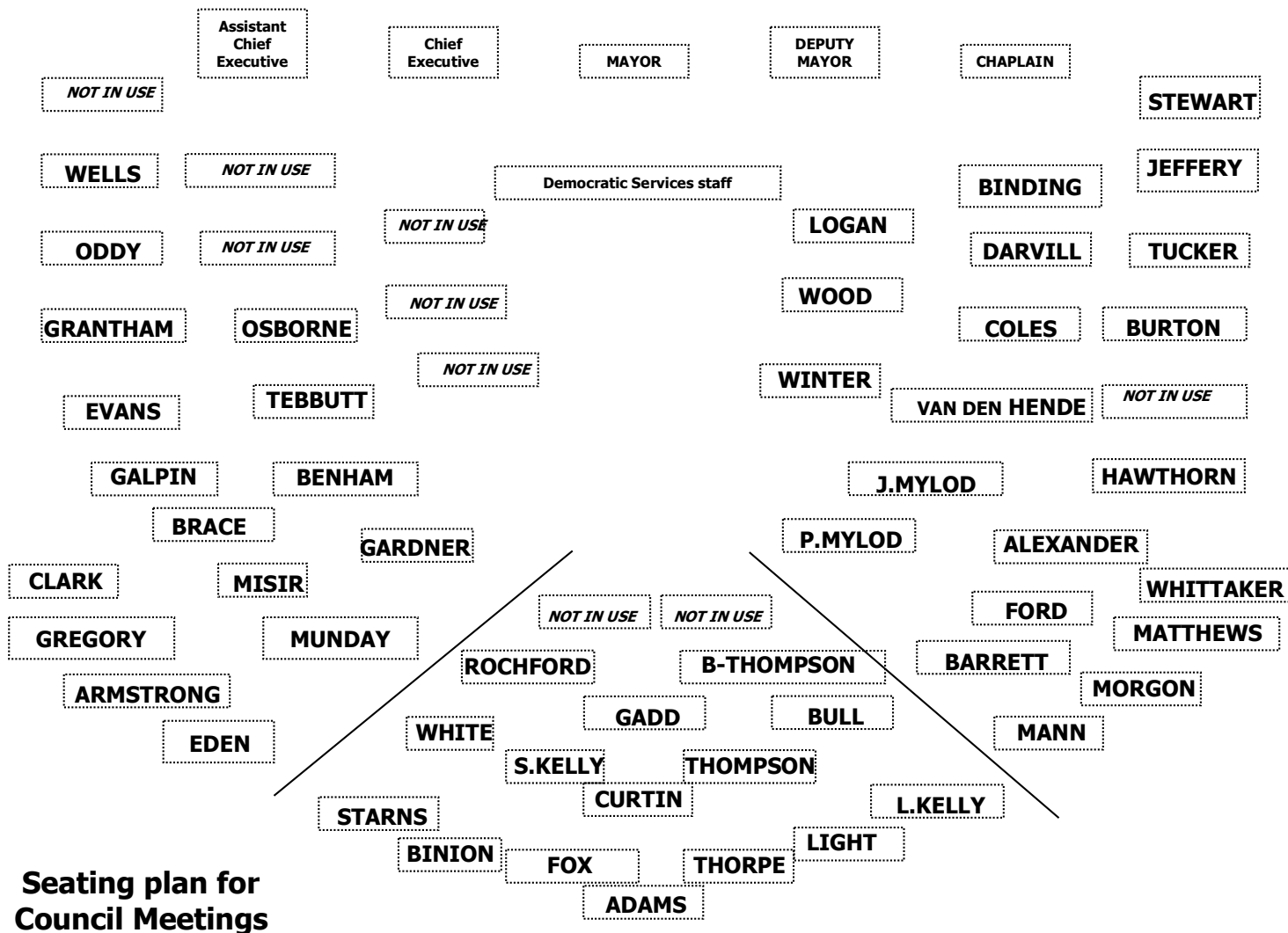
Although mobile phones, pagers and other such devices are an essential part of many people's lives, their use during a meeting of the Council can be disruptive and a nuisance. Everyone attending is asked therefore to ensure that any device is switched to silent operation or switched off completely.

### **3. CONDUCT AT THE MEETING**

**Although members of the public are welcome to attend meetings of the Council, they have no right to speak at them. Seating for the public is, however, limited and the Council cannot guarantee that everyone who wants to be present in the public areas of the Council Chamber can be accommodated. When it is known in advance that there is likely to be particular public interest in an item the Council will endeavour to provide an overspill room in which, by use of television links, members of the public will be able to see and hear most of the proceedings.**

**PLEASE REMEMBER THAT THE MAYOR MAY REQUIRE ANYONE WHO ACTS IN A DISRUPTIVE MANNER TO LEAVE THE MEETING AND THAT THE MEETING MAY BE ADJOURNED IF NECESSARY WHILE THAT IS ARRANGED.**

If you need to leave the meeting before its end, please remember that others present have the right to listen to the proceedings without disruption. Please leave quietly and do not engage others in conversation until you have left the Council Chamber.



# AGENDA

1 **PRAYERS**

2 To receive apologies for absence (if any)

3 **MINUTES**

To sign as a true record the minutes of the Annual Meeting of the Council held on 20 May 2009 (to follow)

4 **DECLARATION OF INTERESTS**

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

*Members may still declare an 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 (if any)**

6 **PETITIONS**

Councillors Jeffrey Tucker, Michael Deon Burton and Andy Mann have each given notice of an intention to present a petition pursuant to Council Procedure Rule 24.

**Council, 22 July 2009**

<p style="text-align: center;"><b>REPORTS FOR CONSIDERATION</b></p>
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**NOTE: The deadline for amendments is midnight, Monday 20 July 2009**

**7 ANNUAL REPORTS OF COMMITTEES AND MEMBER CHAMPIONS**

To receive the Annual Reports of the following:

- A Audit Committee
- B Pensions Committee
- C Standards Committee
- D Adult Services Overview & Scrutiny Committee
- E Children's Services Overview & Scrutiny Committee
- F Corporate Overview & Scrutiny Committee
- G Crime & Disorder Committee
- H Culture & Regeneration Overview & Scrutiny Committee
- I Environment Overview & Scrutiny Committee
- J Health Overview & Scrutiny Committee
- K Housing Overview & Scrutiny Committee
- L Member Champion for Diversity
- M Member Champion for Historic Environment (*to follow, if not attached*)
- N Member Champion for the Over Fifties
- O Member Champion for Younger Persons

**8 ADULT SOCIAL CARE COMPLAINTS – statutory delegation of authority**

To consider a report of the Governance Committee

**Council, 22 July 2009**

**9 PAN-LONDON HEALTH OVERVIEW & SCRUTINY COMMITTEE: SCRUTINY OF HEALTHCARE FOR LONDON PROPOSALS ON ACUTE TRAUMA AND STROKE**

To consider a report of the Health Overview & Scrutiny Committee on the response to the Healthcare for London consultation on developing new, high-quality major trauma and stroke services in London "The shape of things to come"

**10 POLITICAL BALANCE OF COMMITTEES**

To consider a report of the Chief Executive relating to the outcome of the St Andrew's Ward by-election

**11 REPORT OF LOCAL GOVERNMENT OMBUDSMAN ON A COMPLAINT, FINDING MALADMINISTRATION BY THE COUNCIL**

To consider a report of the Monitoring Officer on the findings of the Local Government Ombudsman following a complaint

**12 DEVELOPING THE COUNCIL'S CORPORATE BUSINESS PLANNING PROCESS 2010 – 2013**

To consider a report of the Cabinet

**MEMBERS'  
QUESTIONS**

**13 MEMBERS' QUESTIONS**

**Questions are listed in the order in which they will be taken at the meeting**

**Council, 22 July 2009**

**MOTIONS  
FOR DEBATE**

**14 AIR TRANSPORT - FLIGHT INCREASES AT LONDON CITY AIRPORT**

**Motion on behalf of the Labour Group**

This Council condemns the Administration's dereliction of its representative duty: -

- (a) In not informing or consulting Council Members or local residents about the significant increases in flights proposed from the London City Airport ; and
- (b) In its failure to consult with or inform local residents, or provide any response to the flight path changes proposed by the National Air Traffic Service (NATS), which will together with the increase in flights will have a substantial and detrimental environmental impact particularly in respect of noise and air pollution in many parts of the Borough.

**14A Amendment by the Administration**

**Delete motion and replace with:**

This Council commends the Administration's execution of its representative duty –

- (a) In informing and consulting Council members about proposals to change flight paths from the London City Airport via the "Form A" process.
- (b) In its success in providing a response to the London City Airport Master Plan.

**15 SURVEY OF COUNCIL TENANTS AND LEASEHOLDERS**

**Motion on behalf of the Labour Group**

This Council calls upon the Administration and Homes in Havering to improve its consultation arrangements with Tenants and Leaseholders and in particular to conduct in the near future an extensive survey to ascertain the views and opinions of residents in Council owned accommodation about the additional services and the charges payable for such services. It also calls upon the Administration and Homes in Havering to consult with Tenant and Leaseholder representatives before conducting the survey about the content of the survey questionnaire and the information to be provided to recipients.

**Council, 22 July 2009****15A Amendment by the Administration****Delete motion and replace with:**

This Council recognises that the Administration and Homes in Havering constantly review the effectiveness of their consultation arrangements with tenants and leaseholders, and commends Homes in Havering on the recognition that the Audit Commission gave to the effectiveness of their resident involvement methods during the Audit Commission inspection of Homes in Havering in 2008.

**16 LIVE WEBCAM BROADCASTING OF MEETINGS****Motion on behalf of the Independent Local Residents' Group**

That meetings of Full Council and Special Events be made accessible via a live webcam to residents.

**16A Amendment by the Administration****Delete motion and replace with:**

That meetings of Full Council and Special Events be made accessible via a live web cam to residents after further consideration of the means of implementation.





**MINUTES OF THE ANNUAL MEETING OF THE  
COUNCIL OF THE LONDON BOROUGH OF  
HAVERING**

**Havering Town Hall, Romford  
20 May 2009 (7.30 p.m. – 9.25p.m.)**

**Present:** The Mayor (Councillor John Clark) in the Chair at the start of the meeting

Councillors Gary Adams, June Alexander, Michael Armstrong\*, Clarence Barrett, Robert Benham, Tom Binding, Sandra Binion, Jeff Brace, Wendy Brice-Thompson, Dennis Bull, Michael Deon Burton, Jonathan Coles, Andrew Curtin, Keith Darvill, Ted Eden, Roger Evans, Gillian Ford, Chris Fox, Mark Gadd, Georgina Galpin, Peter Gardner, David Grantham, Kevin Gregory, Linda Hawthorn, Coral Jeffery, Lesley Kelly, Steven Kelly, Pam Light, Mark Logan, Andrew Mann, Barbara Matthews, Robby Misir, Ray Morgon, Eric Munday, John Mylod, Pat Mylod, Barry Oddy, Fred Osborne, Roger Ramsey, Paul Rochford, Geoffrey Starns, Mark Stewart, Barry Tebbutt, Frederick Thompson, Lynden Thorpe, Jeffrey Tucker, Melvin Wallace, Keith Wells, Michael White, Steve Whittaker\* and Mike Winter

\* for part of the meeting

Air Commodore Brian Batt DL, Hon. Aldermen Denis O'Flynn, Wilf Mills, Graham Price and Louise Sinclair, and approximately 60 guests, members of public and press also attended.

An apology for absence was received from Councillor Linda Van den Hende and apologies for late arrival were received from Councillors Michael Armstrong and Steve Whittaker.

The Reverend Tony Ward, with special responsibility for Moor Lane Church, Cranham, opened the meeting with prayers.

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

The meeting closed with the singing of the National Anthem.

1 **FORMER COUNCILLOR MICHAEL WARD, AND HYMAN GEEWATER**

The Mayor referred to the recent deaths of former Councillor Michael Ward, and Hyman Geewater. All present stood in silence as a mark of respect.

Councillors Keith Darvill and Michael White paid tribute to former Councillor Ward, who had been Leader of the Council from 1971 to 1974 and subsequently Member of Parliament for Peterborough, for his service to the community and the Council.

Councillor Georgina Galpin paid tribute to Hyman Geewater, who had been a leading member of the Jewish community of Havering and had the distinction of being the first Life Member of Havering's Standing Advisory Council on Religious Education.

2 **DECLARATIONS OF INTEREST (Agenda Item 5)**

*The Mayor brought forward consideration of this item on the agenda.*

The Members present named in agenda items 3, 4, 7, 8, 9 and 11 (the Mayoralty and various Cabinet and Committee appointments) who were candidates for offices attracting a Special Responsibility Allowance, each declared a personal interest under paragraph 8 of the Members' Code of Conduct as they would benefit from the Members' Allowance Scheme 2009.

3 **MAYORALTY (Agenda Item 4(1))**

**Motion on behalf of the Administration**

That Councillor Roger Ramsey be elected Mayor for the Municipal Year 2009/10.

The Administration proposal was **AGREED** without a vote. It was, therefore, duly **RESOLVED**:

**That Councillor Roger Ramsey be elected Mayor for the Municipal Year 2009/2010**

**Councillor Roger Ramsey**, having made the Declaration of Acceptance of Office of Mayor as required by the Local Government Act 1972, then took the Chair and thanked the Council for the honour

conferred upon him. The Mayor indicated that the Mayoress for the year would be **Mrs Sheila Ramsey**.

The Leader of the Council expressed the thanks of the Council to Councillor John Clark for his services in 2008/09. Councillor Clark suitably replied.

**4 DEPUTY MAYOR - Appointment (Agenda Item 4(2))**

In accordance with the Local Government Act 1972, the Mayor signified in writing his appointment of **Councillor Melvin Wallace** as Deputy Mayor for the ensuing year and to carry out the duties of the Mayor in case of the Mayor's illness or absence.

Councillor Wallace made the Declaration of Acceptance of Office accordingly. The Mayor indicated that the Deputy Mayor's Consort for the year would be **Mrs Joan Wallace**.

**5 MINUTES (Agenda Item 5)**

It was **RESOLVED** that the minutes of the meeting of the Council held on 25 March 2009 be signed as a true record.

**6 ANNOUNCEMENTS BY MAYOR AND BY CHIEF EXECUTIVE (Agenda Item 6)**

The Mayor made an announcement about his chosen charity for the year and other matters:

**May I at this point thank the members of the Council for electing me Mayor. Since I first became a councillor in 1978 I have seen many people in this office and have witnessed a great deal of effort and enthusiasm. I will aim to maintain these high standards and to carry on the immaculate work of John Clark and Pam Light over the past year.**

**I have chosen as a charity for my appeal the Havering Crossroads Care Charity which provides support and respite for the many of our fellow citizens who devote their lives to caring for their loved ones in need. I consider that they deserve our full recognition.**

There were no announcements by the Chief Executive on this occasion.

7 **ELECTION OF LEADER OF THE COUNCIL (Agenda Item 7)**

**Motion submitted by the Administration**

That Councillor Michael White be elected to the office of Leader of the Council for the Municipal Year 2009/10.

The proposal was **AGREED** without a vote and it was **RESOLVED:**  
**That Councillor Michael White be elected to the office of Leader of the Council for the Municipal Year 2009/10.**

8 **ELECTION OF DEPUTY LEADER OF THE COUNCIL (Agenda Item 8)**

**Motion submitted by the Administration**

That Councillor Steven Kelly be elected to the office of Deputy Leader of the Council for the Municipal Year 2009/10.

The proposal was **AGREED** without a vote and it was **RESOLVED:**

**That Councillor Steven Kelly be elected to the office of Deputy Leader of the Council for the Municipal Year 2009/10.**

9 **MEMBERS OF THE CABINET (Agenda item 9)**

**Motion submitted by the Conservative Group**

That Councillors

Steven Kelly

Eric Munday

Andrew Curtin

Geoffrey Starns

Barry Tebbutt

Paul Rochford

Michael Armstrong

Peter Gardner

be elected to the Cabinet for the Municipal Year 2009/10.

The proposal was **AGREED** without a vote and it was **RESOLVED**:

**That Councillors**

**Steven Kelly**

**Eric Munday**

**Andrew Curtin**

**Geoffrey Starns**

**Barry Tebbutt**

**Paul Rochford**

**Michael Armstrong**

**Peter Gardner**

**be elected to the Cabinet for the Municipal Year 2009/10.**

**10 AWARDS FOR EMINENT SERVICE TO THE BOROUGH  
(Agenda item 10)**

Council had before it proposals to confer on the following, being persons who had rendered eminent service to the borough, the Honorary Freedom of the Borough:

**Brian Batt  
Dr Eva Lohse  
Lloyd Scott**

The Leader of the Council (Councillor Michael White) proposed that the award be conferred:

- (a) on Air Commodore Brian Batt DL, in recognition of his service to the Borough as HM Deputy Lieutenant, and in particular his support for the borough's youth organisations, especially the Forces' Cadet and other uniformed youth services. He had inspired, nurtured and supported many young people to develop themselves and achieve more than they thought possible. Following many years service with the RAF, with a wide-ranging career, Air Commodore Batt had continued in retirement to support the armed services in Havering, supporting and counselling many old servicemen and women.
- (b) on Dr Eva Lohse, Oberbugermeister of Ludwigshafen, for her contribution to the life of the Borough as an active supporter of the Borough's twinning arrangement with Ludwigshaven. Dr Lohse had visited Havering on many occasions and the borough had been very fortunate to have a leader in its twinned town through whom it had been possible to build a constructive and

valuable dialogue and relationship, extending beyond ordinary town twinning to local government best practice and ideas for improving both communities.

The Leader of the Opposition (Councillor Clarence Barrett) proposed that the award be conferred on Lloyd Scott, a Havering resident, in recognition of his prolific fundraising for cancer charities, which had included participation in several London Marathons, the Everest Marathon, a 145 mile stage marathon through the Sahara Desert, the London and New York Marathons in a deep sea diver's outfit, an underwater marathon in Loch Ness and cycling across Australia from Perth to Sydney on a Penny Farthing. To date, his inspirational commitment, dedication and enthusiasm had raised nearly £5m.

The proposals were **AGREED** unanimously (see voting division 1) and it was **RESOLVED**:

**To confer on Brian Batt, Dr Eva Lohse and Lloyd Scott, being persons who had rendered eminent service to the borough, the Honorary Freedom of the Borough.**

The Mayor then presented certificates to Air Commodore Batt and Mr Scott and announced that there would be a formal ceremony later in the year.

11 **TO APPOINT THE COMMITTEES OF THE COUNCIL, ETC (Agenda item 11)**

Council had before them the report of the Chief Executive. The recommendations in the report were **AGREED** without going to the vote and it was **RESOLVED**:

- (1) The Committees listed in Table 1 of Appendix 1 to these minutes be appointed for the 2009/10 Municipal Year.**
- (2) Those Committees be appointed with:**
  - (a) the membership sizes and**
  - (b) the political balance****indicated in Table 2 that Appendix.**
- (3) Two voting co-optees representing the Church of England and the Roman Catholic interests and three parent governor co-optees selected in accordance with the appropriate Regulations, be appointed to the Children's Services Overview and Scrutiny Committee.**

- (4) That Jack Knowles and Tracey Moran be re-appointed as Independent Members of the Standards Committee for a period of three years ending at the Annual Meeting of the Council in May 2012.
- (5) The other non-elected member “appointments” and invitations to attend shown in that Appendix be confirmed.

12 **TO APPOINT THE CHAIRMEN AND VICE-CHAIRMEN OF COMMITTEES (Agenda Items 11, 11A and 11B)**

**Motion submitted by the Administration (Agenda item 11A)**

That the following Chairmen and Vice-Chairmen be appointed –

Committee	Chairman Councillor	Vice-Chairman Councillor
Adjudication & Review (2 Vice-Chairmen)	Kevin Gregory	1 Lynden Thorpe, 2 Mark Gadd
Appointments	Dennis Bull	Eric Munday
Audit	David Grantham	Frederick Thompson
Governance	Frederick Thompson	Gary Adams
Pensions	Robby Misir	Melvin Wallace
Licensing (3 Vice-Chairmen)	Georgina Galpin	1 Lynden Thorpe 2 Peter Gardner 3 Melvin Wallace
Regulatory Services	Barry Oddy	Barry Tebbutt
Adult Services Overview and Scrutiny	Jeff Brace	
Corporate Overview and Scrutiny	Pam Light	
Children’s Overview and Scrutiny	Wendy Brice-Thompson	
Culture and Regeneration Overview and Scrutiny	Robert Benham	

Committee	Chairman Councillor	Vice-Chairman Councillor
Environment Overview and Scrutiny	Sandra Binion	Kevin Gregory
Housing Overview and Scrutiny	Lesley Kelly	
Crime and Disorder	John Clark	
Health Overview and Scrutiny	Ted Eden	

### **Amendment on behalf of the Residents' Group (Agenda item 11B)**

That the following Vice-Chairmen be appointed:

Committee	Vice-Chairman Councillor
Adjudication & Review (2 Vice-Chairmen)	June Alexander (as one of two: in place of Councillor Mark Gadd)
Licensing (3 Vice-Chairmen)	Linda Van Den Hende (as one of three: in place of Councillor Melvin Wallace)
Adult Services Overview and Scrutiny	Pat Mylod
Corporate Overview and Scrutiny	Ray Morgon
Children's Overview and Scrutiny	Gillian Ford
Crime and Disorder	Linda Van Den Hende
Culture and Regeneration Overview and Scrutiny	Linda Hawthorn
Environment Overview and Scrutiny	Andy Mann
Housing Overview and Scrutiny	Barbara Matthews
Health Overview and Scrutiny	June Alexander

Following debate, and on the proposal of the Mayor, the appointment of those Chairmen and Vice-Chairmen for which there was only one nomination (as set out in agenda items 11A and 11B) was **AGREED** without a vote.

The appointments of those Vice-Chairmen for which there were more than one nomination were dealt with by individual votes as follows –



<b>Committee</b>	<b>Administration Nominees Councillor</b>	<b>Votes</b>	<b>Residents' Group Nominees Councillor</b>	<b>Votes</b>	<b>Voting Division</b>
Adjudication & Review	Mark Gadd	32	June Alexander	17	2
Licensing	Melvin Wallace	34	Linda Van den Hende	15	3
Environment Overview and Scrutiny	Kevin Gregory	35	Andy Mann	16	4

In each case, the Residents' Group nomination was **LOST** and it was **AGREED** that the Administration nominee be appointed as Vice-Chairman of the respective Committee.

It was accordingly **RESOLVED**:

**That the following appointments be made –**

<b>Committee</b>	<b>Chairman Councillor</b>	<b>Vice-Chairman Councillor</b>
<b>Adjudication &amp; Review (2 Vice-Chairmen)</b>	<b>Kevin Gregory</b>	<b>1 Lynden Thorpe, 2 Mark Gadd</b>
<b>Appointments</b>	<b>Dennis Bull</b>	<b>Eric Munday</b>
<b>Audit</b>	<b>David Grantham</b>	<b>Frederick Thompson</b>
<b>Governance</b>	<b>Frederick Thompson</b>	<b>Gary Adams</b>
<b>Pensions</b>	<b>Robby Misir</b>	<b>Melvin Wallace</b>
<b>Licensing (3 Vice-Chairmen)</b>	<b>Georgina Galpin</b>	<b>1 Lynden Thorpe 2 Peter Gardner 3 Melvin Wallace</b>
<b>Regulatory Services</b>	<b>Barry Oddy</b>	<b>Barry Tebbutt</b>
<b>Adult Services Overview and Scrutiny</b>	<b>Jeff Brace</b>	<b>Pat Mylod</b>
<b>Corporate Overview and Scrutiny</b>	<b>Pam Light</b>	<b>Ray Morgon</b>
<b>Children's Overview and Scrutiny</b>	<b>Wendy Brice-Thompson</b>	<b>Gillian Ford</b>

<b>Committee</b>	<b>Chairman Councillor</b>	<b>Vice-Chairman Councillor</b>
<b>Culture and Regeneration Overview and Scrutiny</b>	<b>Robert Benham</b>	<b>Linda Hawthorn</b>
<b>Environment Overview and Scrutiny</b>	<b>Sandra Binion</b>	<b>Kevin Gregory</b>
<b>Housing Overview and Scrutiny</b>	<b>Lesley Kelly</b>	<b>Barbara Matthews</b>
<b>Crime and Disorder</b>	<b>John Clark</b>	<b>Linda Van Den Hende</b>
<b>Health Overview and Scrutiny</b>	<b>Ted Eden</b>	<b>June Alexander</b>

13 **APPOINTMENT OF STATUTORY MEMBER FOR CHILDREN'S SERVICES (Agenda Items 11/11C(1))**

**Motion by the Administration (Agenda item 11C(1))**

That the Cabinet Member for Children's Services be appointed Statutory Lead Member for Children's Services.

The proposal was agreed without debate and it was **RESOLVED:**

**That the Cabinet Member for Children's Services be appointed Statutory Lead Member for Children's Services.**

14 **APPOINTMENT OF CHAMPIONS (Agenda Item 11/11C(2)/11D))**

**Motion by the Administration (Agenda item 11C(2))**

That the following be appointed Champions as indicated:

<b>Champion for:</b>	<b>Councillor</b>
the 14-19 Diploma Scheme	Paul Rochford
Diversity	Robby Misir
Over Fifties	Pam Light
the Historic Environment	Andrew Curtin
Standards	Wendy Brice-Thompson

Champion for:	Councillor
the Voluntary Sector Compact	Andrew Curtin
Younger Persons	Robert Benham

**Amendment by the Residents' Group (Agenda item 11D)**

That the following be appointed Champions as indicated:

Champion for:	Councillor
the 14-19 Diploma Scheme	Barbara Matthews
Diversity	Linda Van Den Hende
Over Fifties	Pat Mylod
Champion for:	Councillor
the Historic Environment	Linda Hawthorn
Standards	John Mylod
the Voluntary Sector Compact	Gillian Ford
Younger Persons	Andy Mann

Following debate, the Residents' Group amendment was **LOST** by 17 votes to 33 (see voting division 5). The motion was then **CARRIED** without a vote and it was **RESOLVED**:

**That the following be appointed Champions as indicated:**

Champion for:	Councillor
<b>the 14-19 Diploma Scheme</b>	<b>Paul Rochford</b>
<b>Diversity</b>	<b>Robby Misir</b>
<b>Over Fifties</b>	<b>Pam Light</b>
<b>the Historic Environment</b>	<b>Andrew Curtin</b>
<b>Standards</b>	<b>Wendy Brice-Thompson</b>
<b>the Voluntary Sector Compact</b>	<b>Andrew Curtin</b>
<b>Younger Persons</b>	<b>Robert Benham</b>

15 **COUNCIL PROCEDURE RULES – Members’ Questions at Council**

The Council considered a report of the Governance Committee, recommending a change to the Council Procedure Rules intended to enable every Member wishing to ask Questions at Council meetings to have at least one opportunity for a Question to be asked and answered (subject to the 30 minute time limit).

The report was considered without debate and it was **RESOLVED:**

**That the second part of Paragraph 10.11 of the Council Procedure Rules be amended to read:**

**10.11 Order of questions**

- (i) Subject to the following provisions, questions shall be dealt with in order of receipt.
- (ii) Where there are questions from more than one Member of a Group or from Members not attached to a Group, questions shall be dealt with by rounds, so that:
  - round one shall comprise the first of the questions asked by any of the Members of a Group or by an unattached Member;
  - round two shall comprise the second such question;
  - subsequent rounds shall comprise successive questions in such order; and
  - once every Group’s Members or unattached Member have had to the opportunity to ask one question in the rounds, any questions remaining shall be dealt with in order of receipt
- (iii) For the purpose of determining the order in which the various Groups/unattached Members’ questions are dealt with, the first question of every such round shall be asked by a Member of the largest opposition Group with the Members of the minority opposition Groups and unattached Members asking their questions on a progressively rotating basis at successive meetings.

16 **STATEMENT BY THE LEADER OF THE COUNCIL (Agenda Item 13)**

The Leader’s Statement is attached as **Appendix 2** to these minutes.

**Note:** the record of voting divisions is attached as **Appendix 3** to **these minutes**.

Appendix 1  
(Minute 11)

TABLE 1 – APPOINTMENT OF COMMITTEES AND SUB-COMMITTEES

Adjudication and Review Committee	<i>See annex 1</i>
Appointments Committee	
Audit Committee	
Governance Committee	
Licensing Committee	<i>See annex 2</i>
Pensions Committee	<i>See annex 3</i>
Regulatory Services Committee	
Standards Committee	<i>See annex 4</i>
Adult Services Health Overview and Scrutiny Committee	
Children's Services Overview and Scrutiny Committee	<i>See annex 5</i>
Corporate Overview and Scrutiny Committee	
Crime & Disorder Committee	<i>See annex 6</i>
Culture and Regeneration Overview & Scrutiny Committee	
Environment Overview and Scrutiny Committee	
Health Overview and Scrutiny Committee	
Housing Overview and Scrutiny Committee	
Elm Park and Hylands Area Committee	(Ward members only)
Emerson Park and Harold Wood Area Committee	(Ward members only)
Gidea Park Area Committee	(Ward members only)
Harold Hill Area Committee	(Ward members only)
Hornchurch Area Committee	(Ward members only)
North Romford Area Committee	(Ward members only)
Romford Area Committee	(Ward members only)
South Hornchurch and Rainham Area Committee	(Ward members only)
Upminster Area Committee	(Ward members only)

**Adjudication and Review Committee**

- 1.1 The major part of the work of this Committee is carried out through Hearings Panels. The composition of Hearings Panels varies according to the nature of the issue adjudicated – as indicated in the following table:

<b>Type of hearing</b>	<b>Membership of Panel</b>
Corporate complaints procedure (including housing tenants' complaints)	Three Members and a non-voting independent person
Children Act complaints	Three independent persons (one as chairman) with voting rights ( <i>to accord with legal requirements, elected Members may no longer serve on this type of Panel</i> )
Adult Care complaints	Two independent persons (one as chairman) with voting rights and one Member ( <i>but the Committee may be revising this in due course</i> )
Housing tenancy appeals	Three Members

- 1.2 The independent persons used for such hearings are taken from a pool of such people appointed on behalf the Adjudication & Review Committee, managed by Democratic Services, who have received training appropriate to that role.

- 1.3 The substitute rule does not apply to Hearings Panels.

**Licensing Committee**

- 2.1 Most of the work of this Committee is carried out through Licensing Sub-Committees comprising a Chairman and two other Members, all drawn from the main Committee. In general, Sub-Committees will be chaired either by the Chairman of the main Committee, or one of the three Vice-Chairmen.
- 2.2 The substitute rule does not apply to Licensing Sub-Committees.

**Pensions Committee**

- 3.1 The Pensions Committee is responsible for the management of the Council's Pension Fund investment portfolio.
- 3.2 The Admitted and Scheduled Bodies who are members of the pension fund jointly appoint a representative as a non-voting, co-opted Member of the Committee.
- 3.3 Although not strictly Members of the Committee, in accordance with the Constitution, two representatives of the staff are appointed by the unions to attend and contribute to meetings of the Committee. These appointees have no voting rights but are present during the discussion of any exempt business.

### **Standards Committee**

- 4.1 There are three Independent Members on this Committee, one of whom is Chairman and another Vice-Chairman, as required by law.
- 4.2 In accordance with revised legal provisions for the work of Standards Committees, the Committee has established three Sub-Committees that consider individual complaints:
- The Assessment Sub-Committee: to carry out an initial assessment of a complaint and to determine the response to it;
  - The Review Sub-Committee: to review decisions of the Assessment Sub-Committee if so requested by a complainant
  - The Hearings Sub-Committee: to consider the outcome of investigations into complaints
- 4.3 The substitute rule does not apply to these Sub-Committees.

### **Children's Services Overview & Scrutiny Committee**

- 5.1 The law requires that the Council co-opt to this Overview & Scrutiny Committee one representative of each of the Anglican and Roman Catholic Churches, **with voting rights**, to attend when issues relating to Education are being discussed and have call-in rights in relation to executive decisions. In practice, they are also able to contribute to other discussions.
- 5.2 In addition, there are three **voting** co-opted members representing governors of schools in the three sectors of education, primary, secondary and special. Again, they may attend when issues relating to Education are being discussed and have call-in rights in relation to executive decisions. They are also able to contribute to other discussions.
- 5.3 Finally, there are three **non-voting** representatives of local teacher unions and professional associations, nominated by those organisations.
- 5.4 In accordance with a decision of the Governance Committee of 9 July 2008, the Councillor Members of the Committee are also automatically Members of the Council's Corporate Parenting Panel.

### **Crime & Disorder Committee**

- 6.1 The Committee was placed on a statutory footing on 30 April 2009, when the Crime and Disorder (Overview and Scrutiny) Regulations 2009 came into force (previously, the Council had operated the Committee on a non-statutory basis with the co-operation, willingly given, of crime and disorder partner bodies).
- 6.2 The Regulations confer on the Committee an ability to co-opt certain members or employees of crime and disorder partner bodies. It is for the Committee to determine whether such co-optees are to have voting rights and the issues in respect of which they may attend meetings as co-optees.
- 6.3 There are no present proposals for the Committee to exercise its rights to co-opt but that will be reviewed from time-to-time and co-options made as need arises.

**TABLE 2 – SEAT ALLOCATION**

Having regard to the principles of political balance and of seat allocation referred to in Appendix 1, the following allocation of seats is recommended on the basis that, taking all factors into account, it shows a “reasonably practicable” allocation of seats and is therefore the default position.

		<b>CONSERVATIVE</b>	<b>RESIDENTS</b>	<b>IND LOCAL RESIDENTS</b>	<b>RAINHAM RESIDENTS</b>	<b>LABOUR</b>
Governance	<b>10</b>	6	2	1	0	1
Licensing	<b>10</b>	6	2	0	1	1
Regulatory Services	<b>10</b>	6	2	0	1	1
Adjudication & Review	<b>9</b>	6	2	1	0	0
Standards	<b>9</b>	5	1	1	1	1
Audit	<b>8</b>	5	2	0	1	0
Pensions	<b>7</b>	4	2	1	0	0
Appointments	<b>6</b>	4	2	0	0	0
Adult Services OSC	<b>6</b>	4	2	0	0	0
Children's OSC	<b>6</b>	4	2	0	0	0
Corporate OSC	<b>6</b>	4	2	0	0	0
Culture & Regeneration OSC	<b>6</b>	4	2	0	0	0
Environment OSC	<b>6</b>	4	2	0	0	0
Health OSC	<b>6</b>	4	2	0	0	0
Housing OSC	<b>6</b>	4	2	0	0	0
Crime & Disorder OSC	<b>6</b>	4	2	0	0	0
<b>Total seats allocated</b>	<b>117</b>	<b>74</b>	<b>31</b>	<b>4</b>	<b>4</b>	<b>4</b>

- All Groups are represented on the Standards Committee, which because of its special nature, with representation of all Groups highly desirable, is not politically balanced
- Four Groups are represented on each of the Governance, Licensing and Regulatory Services Committees
- Three Groups are represented on the Audit, Adjudication & Review and Pensions Committees
- Committee seats are allocated, and each Committee is balanced, as “reasonably practicably” as possible



**Appendix 2  
(Minute 16)**

**STATEMENT BY THE LEADER OF THE COUNCIL**

Mister Mayor, fellow Councillors, invited guests, ladies and gentlemen.

I would like to start by congratulating you, Roger, on becoming the 46<sup>th</sup> Mayor of the London Borough of Havering. I am sure that colleagues on all sides of the chamber will join me in wishing him every success during his year in office. To wear the Mayoral chains is a tremendous honour for any councillor and Roger is certainly most worthy of that honour.

A year ago, I stood before you and outlined this administration's vision for Havering.

I set out our *Living Ambition* to provide Havering residents with the highest quality of life to be found anywhere in the Capital. I explained that this was not a short term target, or a headline-grabbing initiative. Rather, it is a considered aspiration, to be delivered over twenty years, and based on five goals that focus our efforts to shape the borough and improve services.

Our *Living Ambition* goals – firmly based on what residents tell us they want for their borough - provide us with both a destination to aim for and a path to follow. They allow us to take a long-term view and maintain our direction, even when obstacles appear along that path.

This year, we have certainly seen obstacles appear along our way. With the country now in recession, it is more important than ever that we, as a council, demonstrate strong community leadership.

We must take the lead in helping our residents and businesses through the hard times, while maintaining a focus on the future and preparing the borough for better times ahead. I am confident that the work we are doing and the work that we have in train, will help support Havering right through the recession and out the other side.

At the same time, we must maintain momentum in our quest to provide a better quality of life in Havering.

Our services support lives, but they also enrich lives - and over the last year, we have made real progress towards our goals – progress that will accelerate in the year to come, as we work to meet the priorities of our residents and invest to improve their borough.

The Goal for Environment seeks to ensure that Havering is a clean, green and safe borough. We know that these concerns are of the highest priority to our residents, so we invest millions of pounds each year in our StreetCare service, and in support of community safety initiatives, often in partnership with the police.

Over the last year, Councillor Barry Tebbutt has worked with the StreetCare team to improve the state of our roads and pavements. This Administration invested an additional £4 million in the last year to repair and upgrade roads and pavements. That means a total investment between 2006 and 2010 of £11 million, with a further £12 million spent on maintaining and improving our principal roads. This investment is paying dividends right across the borough.

The pavements are cleaner too, helped by a rigorous cleansing regime and a robust approach to tackling fly-tipping and graffiti vandalism which saw a number of successful prosecutions last year against both individuals and major high street institutions.

Improved street lighting is making our town centres safer and here I must recognise the excellent work of Havering's Community Safety Partnership, particularly our own Community Safety team, overseen by Councillor Peter Gardner. In March, the Council was awarded a coveted Beacon Award – our first – for the work done to make Romford a safer and more welcoming night-time destination.

Crime has fallen in the borough, but we must not rest on our laurels, particularly when we know that a recession can lead to a surge in crimes such as burglary.

Last year, we launched the *Better Together* campaign – a wide-ranging effort to encourage a greater sense of civic pride and civic responsibility, by asking local people to help us make the borough cleaner, greener, safer and stronger.

Much of the campaign has focussed on asking our residents to do the small things that make a big difference to our local environment. But we as a council must lead from the front and set the right example.

Next week, we will be bring forward proposals to invest a further £225,000 in the coming year, to make our streets even cleaner and safer. We will take steps to safeguard people's homes and provide an environment that people can take pride in – that is sensible investment that meets the needs of local people.

By the end of the financial year, we will also deliver on our pledge to relocate the highways and transport depot back into the borough, making our fleet more responsive to the needs of our residents.

Our efforts to encourage recycling are also paying dividends, with recycling rates on the rise and opportunities made available for residents to recycle more of their rubbish. Our green waste scheme is also extremely popular.

Next week, we will bring forward proposals to help make recycling even easier and lift our rates to among the very best in London – that is sensible investment that meets the needs of local people.

Today our children are achieving more and succeeding in reaching their goals and aims in life, thanks in part to greater investment in our borough's schools, but also to the hard work and dedication of Havering's teachers, students and their parents.

Our Goal for Learning is about providing our young people with the best possible start in life. In part that is about the environment in which they learn, which is why our schools modernisation programme, under Cllr Geoff Starns is so crucial. It will provide our younger pupils with new or refurbished schools in which to learn and grow - we will see two new primary schools open in the near future. The Learning Village, in Harold Hill, will offer an exciting new approach to lifelong learning in the borough, and is now starting to take shape, with the Drapers Academy set to open from September 2010

But learning doesn't start and stop at the school gates. The development of our children is as much about the guidance, support and opportunities they enjoy outside school, as the quality of teaching they receive within it. This year we were successful in a bid for a multi-million pound youth facility in Harold Hill and our youth service extended its reach to engage with an additional 3,000 young people across the borough.

We will shortly be announcing new funding to ensure that more activities and high quality support and advice for young people is available right across Havering – that is sensible investment that meets the needs of local people.

In defining our Goal for Individuals, we made a commitment to valuing and enhancing the life of every individual. That means delivering the best services to them, listening to them, meeting their unique needs and recognising that support for vulnerable residents must be bespoke to their requirements. That approach ensures that older, or disabled residents are not expected to make the best of an off the peg package, but instead will increasingly be able to tailor their own support to meet their own needs.

A tremendous amount of work is being done in our social services team, under Councillor Steven Kelly, to make this personalisation of services a reality for thousands of vulnerable residents who look to the Council for help and assistance in their everyday lives.

Over the last year, we have opened new care facilities at Royal Jubilee Court, dramatically reduced waiting lists for occupational therapy, and introduced more emergency support for carers. We are focusing on improving homecare services and extending telecare to help more people live in their own homes for longer. We now have our first residents receiving individual budgets – which allow them to choose and arrange for the care that they believe will most benefit them, rather than having that decision made for them by social services.

We will soon be bringing forward new investment to support older and vulnerable residents deal with the effects of recession. As savings, houses and investments lose their value, we will help ensure that older residents can stay warm and active in Havering – that is sensible investment that meets the needs of local people.

I would also add a personal note of thanks to Cllr Kelly, for the support he offers me, in his role as Deputy Leader of this Council.

Our Goal for individuals is not limited to one particular group of residents, but to all members of our community. Our customer services team is the front face of this Council and their role is crucial, as we look to undertake better and more constructive engagement with our community in the coming year – to drive up service standards and help shape our future policies.

I'm pleased to announce that last week, Customer Services at the Council was re-accredited with the Charter Mark that it achieved last year – a deserved recognition of a raft of improvements that have been made over the past year to provide a first class service to everyone who contacts the council.

This is an appropriate time to say a big thank you to our fantastic staff who turn the policies of this council into real services and projects, that change and improve lives. This year we have retained our three star rating from the audit commission, we have introduced single status within the council to tackle decades-old inequalities of pay and we have seen sickness rates fall.

Further improvements will follow thanks to the work of our three new Assistant Directors. They are charged with transforming how the Council engages with partners and residents, commissions services and delivers greater value for money.

I'm very proud of our staff and I would also like to credit the work of Cllr Eric Munday, who has had a hand in several of these areas and also oversees how we communicate with the outside world – through engaging with stakeholders and residents, liaising with the press and producing the new-look *Living* newspaper. The final touches are now being made to a revamped Havering website, that will make it easier for people to access information from, and do business with the council, 24 hours a day.

In many ways, our Goal for Towns & Communities is the crux of our work, and certainly represents the front line in our efforts to stave off the worst effects of this recession.

It is our stated aim that Havering's towns and communities will be places of culture, commerce, community and beauty of which residents will be proud.

I think we can take great satisfaction in the transformation across the borough that is helping us towards this goal. I would particularly commend the work of Councillors Andrew Curtin and Mike Armstrong in pushing forward our vision for our communities, from our most bustling town centres, to our cultural quarter in Hornchurch.

Our commitment to green spaces has seen tremendous results. Over the last year, Cllr Andrew Curtin has overseen further improvements to our already popular and beautiful parks. The number of parks recognised with Green Flags rose from two to four and we are aiming for two more awards in the new financial year. Next week we will be proposing an additional one off investment of £75,000 to further improve these pockets of natural beauty and

recreation that all our residents can enjoy. That is sensible investment that meets the needs of local people.

We have seen new libraries open their doors in South Hornchurch and in Elm Park - which our new Mayor will formally open next month. Early in 2010, the refurbishments will be completed at Central Library, providing our library project with its flagship development. These facilities are much-loved and well-attended. They are places of learning and leisure and they provide their communities with a heart. I am delighted that our library refurbishment project has been shortlisted for a prestigious MJ Award. I'm sure we all look forward to what will hopefully be good news from the awards ceremony, in a few weeks time.

We look forward, as well, to a new library in Harold Hill – at the heart of our Harold Hill Ambitions regeneration scheme for that community. Last year, we launched Harold Hill Ambitions in conversation with local people. That conversation set the tone for the programme and ensured that local people understood our vision for the area and felt able to have a real say in the future of their community.

Many environmental improvements have already taken place and plans are in the pipeline for new facilities and refurbishments over the coming months and years that will make a real and lasting improvement to the quality of life on the Hill. First up will be improvements to the local shopping area, with better and more parking to underpin the success of the vital local stores.

This year, while we continue to deliver Harold Hill Ambitions, we also look to the south of the borough.

Over recent years, we have been listening to people in Rainham of all ages, who have been telling us their aspirations for the place they are very proud to call home.

Based on what they have told us, we have drawn up a vision for the area that encompasses every vibrant, varied and unique aspect of Rainham. Our vision – which we will publish next month - provides a broad direction for the four elements that make up the area:

Rainham Village – one of our most ancient settlements and an important part of the heritage of East London;

the community to the west of the Village, centred around the exciting regeneration plans for the Mardyke Estate,  
the enterprise zone around CEME and the employment opportunities that it provides;

and the natural beauty and great potential for recreation of the Thames riverside.

A first step that I'm sure everyone will welcome is the replacement of the walkway from the Village to Tesco, with a better lit and more secure alternative. I'm happy to announce that demolition work will start in the next few days.

This is the beginning of an ongoing conversation with local people, and their elected representatives in this chamber, to ensure that their views and ideas are sought at every step along the way. They have helped to shape our broad vision and we will talk further about the details. I will be meeting with local councillors in the coming weeks to continue those discussions.

As with Harold Hill Ambitions, our vision for Rainham will be delivered in partnership, not only with local people, but also with key partners such as the London Thames Gateway Development Corporation. Their involvement underlines Rainham's strategic importance within the regeneration plans for East London.

If we are to deliver the sort of tangible improvements in quality of life that we have pledged through *Living Ambition*, we need to recognise that we cannot act alone. We already have very strong relationships across the borough, through our strategic partnership and we are working closer than ever with the police and NHS Havering.

But we must also look beyond our borders. Havering is a London borough – a gateway to the Capital. Our success depends on our relationships within London and I'm pleased to say that those relationships are better than ever.

Since the election last year of Boris Johnson as Mayor of London, we have seen a shift in emphasis in City Hall towards the outer London boroughs like our own. Our relationships at City Hall are strong. Myself and other colleagues have had many meetings with the Mayor and his colleagues to press our case.

Just last week, we were delighted to host the East London meeting of the Mayor's Outer London Commission. I was able to present our justification for additional resources, as an integral part of the Thames Gateway, to a board that will be shaping the Mayor's policy on the suburbs.

As Deputy Leader of London Councils, I am also well positioned to ensure that councils across London are well aware of Havering, our achievements and our ambitions.

Direct lobbying of key decision makers in City Hall, the LDA and Whitehall helps us achieve our ends. I am sure colleagues across the chamber will have breathed a sigh of relief that the new prison in East London, long earmarked for vital light industrial land in Rainham, will now be built outside of our borough, after a long and persistent lobbying campaign both behind the scenes and in front of the cameras.

We are continuing to try and secure further employment for the area and to argue against inappropriate developments, such as the mega-church, which would squander the opportunity that Beam Reach offers our community.

Our immediate and robust response to the charge of negligence levelled at us by the Audit Commission in March has paid dividends, with the Commission now negotiating a change of wording to their report, which removes all use of that unjustified and damaging word.

That's all well and good, but I remain astounded that a body of such influence as the Audit Commission could act in such a cavalier manner. The Commission trashed our reputation in the national media without checking its facts. Our demands for an investigation and an apology will go on, until we are satisfied that the damage has been repaired.

We must continue to press our claims with those decision-makers that have most influence over our borough. Above all, we need the government to appreciate that its woeful funding of Havering is not sustainable, when our ageing population is going to require more support in the years to come. Havering is one of London's largest boroughs, home to 225,000 people, successful in its own right, but still a place of enormous potential. We ask the Government and the Mayor to help us unlock that potential and achieve our ambition for Havering.

Our towns and communities may be the key to realising this borough's potential, but they are also at threat from the economic downturn.

I spoke earlier of the need to provide our community with leadership at this difficult time and that is exactly what we are doing through a suite of initiatives and a package of support for businesses and individuals caught in the mire of recession.

For businesses, we have launched our 'This Way to Better Business' campaign, to signpost firms to the support and clear advice they need to navigate their way through the recession. Together with regular summits and other initiatives, we are determined to support enterprise in Havering.

Last week we heard that the number of people claiming jobseeker's allowance in Havering has more than doubled in the last year. For those individuals, and others facing redundancy, we have a well-regarded Jobnet service to help unemployed residents back into work, and support for people under threat of homelessness. We are providing advice on benefits,

training, debt management and affordable credit through the Liberty credit union, to encourage people away from predatory doorstep lenders.

And the skills agenda, which Councillor Paul Rochford leads on for the Council, has never been of greater importance to so many of our residents.

We also launched the Haveringcard, which encourages local businesses to offer discounts to Havering residents, while encouraging Havering residents to buy goods and services from local shops and firms. It has been a remarkable success, with over 500 businesses signed up to the scheme and thousands of residents feeling the benefit in their wallets.

Next week, we will be bringing forward proposals to invest in further initiatives to support the community through recession.

Once again, we recognise that we can't do it all alone, and so these proposals will also include support for the voluntary sector in its work to assist Havering residents and we will offer a chance for charities that are losing their usual funding streams, as budgets are tightened in the private sector, to secure short term funding from the Council to continue their work – these are sensible investments that meet the needs of local people and along with our other new investments, are much needed at this testing time.

In the spirit of *Living Ambition*, we will not allow this recession to divert us from our long-term goal for our towns and communities. It is our job, not only to support those in need, but to lay the groundwork for future prosperity when this recession eases.

We do that through ongoing regeneration of our town centres – and our exciting plans for Romford market, Harold Hill and Rainham are already underway

We do that through providing young local people with a step onto the housing ladder and last year we delivered 545 affordable homes in partnership with housing associations.

We do that by supporting the culture and heritage of our communities - making them places where people choose to live. And we see our commitment in the refurbishment of our great listed buildings such as Langtons, our state-of-the-art leisure centres and our many historic and cultural attractions.

We do that by bringing our community closer together, with events for all – whether that's the Cultural Olympiad in Romford Marketplace, our forthcoming parade to honour our armed forces personnel, or this summer's free-to-enter Havering Show.

And we do that by making sure that our services - that our council - provides the people of this borough with real value for money.

Our Goal for Value underpins all that we do. As the recession affects more and more people, we are doubling our efforts to deliver more and better services for a stable council tax. To this end we have delivered over £6m of efficiency savings, so that we can continue to invest in frontline services while holding down the council tax.

This year, we pegged the overall increase in council tax to just 1.9%. I would like to thank Cllr. Ramsey, our finance team and indeed all of our dedicated staff, for their work in making this possible.

This past year has again shown Havering to be a place with real ambition and real prospects for the future. A place which measures its success on the quality of public services, the quality of green spaces, the quality of towns and communities and the range of opportunities afforded to its residents.

Havering is a community which has given the country Olympic champions, sportsmen and women, actors, musicians and authors. Through history people from this area have explored

the new world, designed towns and served as Bishops, Barons and Chancellors, while Havering itself has provided a home for kings.

This fascinating history should inspire us to look forward in the hope and expectation that there are still greater achievements on the horizon.

Right across the borough the Council is making progress towards its goals. Making progress in delivering more and better support for our vulnerable residents; making progress in delivering a better standard of education and care for our young people; making progress in shaping towns and communities that are culturally rich, economically sound and united around common aspirations. And making progress in delivering a safer and better borough to live in, with falling crime and cleaner streets.

Havering, like every other borough, is facing challenges that are beyond its control. But as we look towards next year and beyond, we are confident that these challenges can be met and we can remain on course to deliver our stated *Living Ambition* - that residents of this borough will enjoy a quality of life that is the envy of London.

Mr Mayor, colleagues and friends, may I wish you all the very best for the coming year.

**VOTING RECORD**

<i>DIVISION NUMBER:</i>	1	2	3	4	5
<b>The Mayor [Cllr. Roger Ramsey]</b>	O	✓	✓	✓	X
The Deputy Mayor [Cllr. Melvin Wallace]	✓	✓	✓	✓	X
<b>CONSERVATIVE GROUP</b>					
Cllr. Michael White	✓	✓	✓	✓	X
Cllr. Gary Adams	✓	✓	✓	✓	X
Cllr. Michael Armstrong	✓	✓	✓	✓	X
Cllr. Robert Benham	✓	✓	✓	✓	X
Cllr. Sandra Binion	✓	✓	✓	✓	X
Cllr. Jeff Brace	✓	✓	✓	✓	X
Cllr. Wendy Brice-Thompson	✓	✓	✓	✓	X
Cllr. Dennis Bull	✓	✓	✓	✓	X
Cllr. John Clark	✓	✓	✓	✓	X
Cllr. Andrew Curtin	✓	✓	✓	✓	X
Cllr. Ted Eden	✓	✓	✓	✓	X
Cllr. Roger Evans	✓	✓	✓	✓	X
Cllr. Christine Fox	✓	✓	✓	✓	X
Cllr. Mark Gadd	✓	O	✓	✓	X
Cllr. Georgina Galpin	✓	✓	✓	✓	X
Cllr. Peter Gardner	✓	✓	✓	✓	X
Cllr. David Grantham	✓	✓	✓	✓	X
Cllr. Kevin Gregory	✓	✓	✓	O	X
Cllr. Lesley Kelly	✓	✓	✓	✓	X
Cllr. Steven Kelly	✓	✓	✓	✓	X
Cllr. Pam Light	✓	✓	✓	✓	X
Cllr. Robby Misir	✓	✓	✓	✓	X
Cllr. Eric Munday	✓	✓	✓	✓	X
Cllr. Barry Oddy	✓	✓	✓	✓	X
Cllr. Frederick Osborne	✓	✓	✓	✓	X
Cllr. Paul Rochford	✓	✓	✓	✓	X
Cllr. Geoffrey Starns	✓	✓	✓	✓	X
Cllr. Barry Tebbutt	✓	✓	✓	✓	X
Cllr. Frederick Thompson	✓	✓	✓	✓	X
Cllr. Lynden Thorpe	✓	✓	✓	✓	X
Cllr. Keith Wells	✓	✓	✓	✓	X
<b>RESIDENTS' GROUP</b>					
Cllr. Clarence Barrett	✓	X	X	X	✓
Cllr. June Alexander	✓	X	X	X	✓
Cllr. Gillian Ford	✓	X	X	X	✓
Cllr. Linda Hawthorn	✓	X	X	X	✓
Cllr. Andrew Mann	✓	X	X	X	✓
Cllr. Barbara Matthews	✓	X	X	X	✓
Cllr. Raymond Morgon	✓	X	X	X	✓
Cllr. John Mylod	✓	X	X	X	✓
Cllr. Patricia Mylod	✓	X	X	X	✓
Cllr. Linda van den Hende	A	A	A	A	A
Cllr. Steve Whittaker	✓	X	X	X	✓
Cllr. Mike Winter	✓	X	X	X	✓
<b>INDEPENDENT LOCAL RESIDENTS' GROUP</b>					
Cllr. Jeffery Tucker	✓	O	O	✓	O
Cllr. Michael Deon Burton	✓	O	O	✓	O
<b>LABOUR GROUP</b>					
Cllr. Keith Darvill	✓	X	X	X	✓
Cllr. Tom Binding	✓	X	O	X	✓
<b>RAINHAM RESIDENTS' GROUP</b>					
Cllr. Mark Stewart	✓	X	X	X	✓
Cllr. Coral Jeffrey	✓	X	X	X	✓
<b>Liberal Democrat Member</b>					
Cllr. Jonathan Coles	✓	X	X	X	✓
<b>British National Party Member</b>					
Cllr. Mark Logan	✓	X	✓	✓	✓
<b>TOTALS</b>					
<b>YES</b>	51				17
<b>NO</b>	0				33
<b>FOR CONSERVATIVE GROUP NOMINEE</b>		32	34	35	
<b>FOR RESIDENTS' GROUP NOMINEE</b>		17	15	16	
<b>ABSTAIN/NO VOTE</b>	1	3	3	1	2
<b>DECLARATION OF INTEREST/NO VOTE</b>	0	0	0	0	0
<b>ABSENT FROM MEETING</b>	1	1	1	1	1

IN FAVOUR ✓                      AGAINST X  
NOT VOTING O                      ABSENT A  
INTEREST DECLARED ID





## AUDIT COMMITTEE

# 7A

### 1. **Annual Report 2007/08**

In accordance with good practice, the Committee now submits its Annual Report to the Council.

The Report contains the following:

- Terms of Reference of the Committee.
- Key issues considered by the Audit Committee in the period under review.

### 2. **Work Plan 2008/09**

The Audit Committee is currently planned to meet on five occasions over the next municipal year. There are specific reports planned throughout the year, commencing with the statement of accounts and running through a mix of quarterly progress reports and annual reviews of specific strategies and policies within the remit of the Committee, together with progress reports from the Council's external auditor.

As indicated in the plan, there are a range of reports that the Committee will receive. Members may identify other areas or topics that they wish covered that arise from the information/reports elsewhere on the agenda, and are therefore asked to identify any at this stage for inclusion in the plan.

### 3. **Member Training Programme**

A training programme has been drawn up, building on the extensive training already undertaken.



**REPORT ON THE  
WORK OF  
THE AUDIT COMMITTEE**

**April 2009**

## **1. Introduction**

1.1 This report covers the period April 2008 to March 2009 and outlines:-

- Information relating to the Audit Committee;
- The coverage of work undertaken by the Audit Committee;
- Key issues arising;
- Actions taken, including training, during the year to ensure the effectiveness of the Audit Committee; and
- Future planned work and training.

## **2. Background**

2.1 The Audit Committee has been in place for a number of years and has as its terms of reference:

- To consider and monitor the Authority's risk management and internal control environment.
- To focus audit resources.
- To receive and approve the Annual Statement of Accounts.
- To monitor performance of internal and external audit.
- To monitor proactive fraud and corruption arrangements.

## **3. The Audit Structure**

Audit Committee    Cllr David Grantham  
                          Cllr Frederick Thompson  
                          Cllr Michael Armstrong  
                          Cllr Gary Adams  
                          Cllr Roger Ramsey  
                          Cllr Clarence Barrett  
                          Cllr Andrew Mann  
                          Cllr Mark Stewart

Internal Auditors    Internal Service

External Auditors    Audit Commission till mid 2008/09  
                          PricewaterhouseCoopers thereafter

## **4. Audit Committee coverage**

4.1 The Audit Committee has received the reports as set out in Appendix A. The coverage can broadly be categorised as regular and specific. More information on both is set out below.

### **4.2 Regular Work**

The Committee has regularly reviewed:

- Progress against the audit plan and performance ;
- Key findings/issues arising from each audit undertaken;
- Progress against implementation of the recommendations;

## Annual Report of Audit Committee, 2008/09

- Anti fraud and corruption activity, including frauds identified;
- Progress against External Audit's Audit and Inspection Plan;

In 2008/09 a progress report regarding Housing Benefit Fraud was also included on the forward agenda and will be presented twice annually. The first report of this nature went to the December Committee.

### 4.3 Specific Review / Reports

There were several during the year including:

- undertook a full review of the Risk Management Strategy;
- received the Corporate Risk Register for review and comment;
- undertook a full review of the Anti Fraud and Corruption Strategy;
- reviewed and approved the annual accounts as well as the findings of the External Auditors;
- agreed the strategy to use for developing the Audit Plan; considered and agreed the Audit Plan;
- received the annual report from Internal Audit;
- reviewed schools audit activity and findings;
- received briefings and reports relating to the Icelandic Bank collapse; and
- Update on the outcomes of the Adults Social Services Review which was a significant issue in 2007/08.

4.4 The Committee met with the Internal Audit and Corporate Risk Manager during the year to gain assurance regarding the independence of the team and to advise that direct channels of communication are accessible should they be needed.

4.5 The Committee has been focused on the content and format of its agendas, to ensure that its attention is focused on key issues and the information provided is clear and concise. In particular the management summaries from internal audit reports have been reformatted to better meet the needs of the Committee.

## **5. Key issues arising**

5.1 Members of the Audit Committee have been briefed and received internal and external reports on Treasury Management following the collapse of the Icelandic Banks.

5.2 Generally there is good satisfaction with the Internal Audit Service and the method by which assurance provided regarding internal controls.

5.3 The implementation of audit recommendations continues to improve and the Committee Members active involvement in requiring explanations of delays has contributed to this.

## **6. Specific training undertaken**

6.1 The Committee has received dedicated training and awareness as set out in Appendix B.

- 6.2 In September the annual review of the committee's effectiveness was undertaken. The Committee completed a self assessment against CIPFA best practice guidance and noted the outcome and areas for possible improvement. No significant issues arose as a result of this exercise. The Audit Committee also reviewed its terms of reference and considered the forward plan to ensure their were adequate meetings planned to consider the planned agenda items effectively.
- 6.3 The Chair of the Audit Committee also attended a full day workshop on the Audit Committees Role under the new Corporate Area Assessment regime and briefed other members of the outcomes of the day.
- 6.4 The planned training on Risk Management will take place in May rather than April to coincide with the completion of the review of the Corporate Risk Register.

## **7. Priorities and work plan for the forthcoming year**

- 7.1 The Audit Committee is currently planned to meet on five occasions over the next municipal year. There are specific reports planned throughout the year, commencing with the statement of accounts and running through a mix of quarterly progress reports and annual reviews of specific strategies and policies within the remit of the Committee, together with progress reports from the Council's external auditor.
- 7.2 A work plan of coverage at each of these meetings is set out in Appendix C. This shows the activities already completed over recent meetings and the items planned for the current municipal year. Members may also identify other areas or topics that they wish covered that arise from the information/reports elsewhere on the agenda, and are therefore asked to identify any at this stage for inclusion in the plan.

## APPENDIX A

### AUDIT COMMITTEE COVERAGE FROM APRIL 2008 TO DATE

#### **22<sup>nd</sup> April 2008**

- External Audit Report & Progress Update from Prior Years
- 2008/09 Grants Report
- Update on 2003/04 Audit Recommendations
- Annual Review of Whistleblowing Arrangements
- Annual Review of Money Laundering Arrangements
- Annual Report on the work of the Audit Committee
- Urgent Business

#### **25<sup>th</sup> June 2008**

- Annual Statement of Accounts 2007/08 containing Annual Governance Statement
- Annual Head of Internal Audit Report
- Internal Audit Progress Report
- External Audit 2008/09 Annual Audit and Inspection Plan
- Urgent Business

#### **16<sup>th</sup> September 2008**

- Audit Commission Annual Governance Report
- External Audit Progress Report
- Fraud Progress Report
- Internal Audit Progress Report
- Annual Review of Schools Internal Audit 2007/08
- Annual Review of Anti Fraud and Corruption Arrangements
- Annual Review of the Audit Committees Effectiveness
- Adult Social Services Review
- Urgent Business

#### **9<sup>th</sup> December 2008**

- Icelandic Bank Briefing
- External Audit Progress Report
- Internal Audit Progress Report
- Housing Benefit Progress Report
- Annual Review of Risk Management Arrangements
- Urgent Business

#### **3rd March 2009**

- External Audit Progress Report
- Internal Audit Progress Report
- Fraud Progress Report
- Internal Audit Strategy and Plan 2009/10
- Urgent Business

**APPENDIX B**

**AUDIT COMMITTEE MEMBERS TRAINING / AWARENESS**

<b>Timescale</b>	<b>Session</b>	<b>Coverage</b>
March 2008	Session 1	Audit Committee Effectiveness Lead by External Audit.
April 2008	Session 2	Governance Arrangements
May/June 2008	Session 3	Statement of Accounts: <ul style="list-style-type: none"><li>• What they are;</li><li>• Purpose;</li><li>• Key Matters that arise; and</li><li>• Member's role and responsibility.</li></ul>
September 2008	Session 4	Meet the new External Audit Team. Chair briefed on CAA workshop he had attended re Audit Committee Effectiveness.
April / May 2009	Session 5	Risk Management & Internal Control: <ul style="list-style-type: none"><li>• Why Risk Management is Key;</li><li>• Internal Control and Assurance Framework</li><li>• Risk Management going forward in Havering and Corporate Risk Register;</li><li>• Audit Committee's role.</li></ul>

**APPENDIX C**

**AUDIT COMMITTEE – FORWARD PLAN / TRAINING**

<b>FORWARD PLAN</b>	<b>AGENDA ITEM</b>	<b>PLANNED TRAINING</b>
21 <sup>st</sup> April 2009	<ul style="list-style-type: none"> <li>• Annual Grants review</li> <li>• Interim Internal Audit Progress Report</li> <li>• Money laundering</li> <li>• Whistleblowing</li> <li>• Internal Audit Charter and Terms of Reference</li> <li>• Annual Report of Audit Committee</li> </ul>	<p>N/a</p> <p>Risk Management Training being arranged for May.</p>
23 <sup>rd</sup> June 2009	<ul style="list-style-type: none"> <li>• External Audit Fee Letter</li> <li>• Annual Letter 08/09</li> <li>• 2008/09 Use of Resources Report</li> <li>• Annual Accounts including AGS for noting</li> <li>• External Audit Progress</li> <li>• External Audit Annual Plan</li> <li>• Head of Audit Annual Report and Opinion</li> <li>• Risk Management Update inc Corporate Risk Register</li> <li>• Housing Benefit Fraud Progress Report</li> </ul>	<p>Session on Annual Accounts</p>
15 <sup>th</sup> September 2009	<ul style="list-style-type: none"> <li>• External Audit Progress Report</li> <li>• Internal Audit Progress Report</li> <li>• Annual School Report</li> <li>• Annual Review of Anti Fraud and Corruption Arrangements</li> <li>• Outstanding Recommendations Report</li> <li>• Annual Review of Audit Committee Effectiveness</li> </ul>	<p>Session on Fraud &amp; Corruption</p>
8 <sup>th</sup> December 2009	<ul style="list-style-type: none"> <li>• Annual Review of Risk Management Arrangements</li> <li>• External Audit Progress Report</li> <li>• Internal Audit Progress Report</li> <li>• Housing Benefit Fraud Progress Report</li> </ul>	<p>Session on Risk Management</p>
2 <sup>nd</sup> March 2010	<ul style="list-style-type: none"> <li>• Audit Plan and Strategy</li> <li>• External Audit Progress</li> <li>• Internal Audit Report</li> <li>• Fraud Progress Report</li> </ul>	<p>Session on Assurance Framework</p>





## PENSIONS COMMITTEE

# 7B

### 1. **Annual Report 2008/09**

In accordance with good practice, the Committee now submits its Annual Report to the Council.

The Report contains the following:

- Terms of Reference of the Committee.
- Key issues considered by the Pensions Committee in the period under review.

### 2. **Work Plan 2009/10**

The Pensions Committee is currently planned to meet on several occasions over the next municipal year. There are specific reports planned throughout the year, including progress reports from the Council's Investment Fund Managers and a review of the overall strategy.

As indicated in the plan, there are a range of reports that the Committee will receive. Members may identify other areas or topics that they wish covered that arise from the information/reports elsewhere on the agenda, and are therefore asked to identify any at this stage for inclusion in the plan.

### 3. **Member Training Programme**

A training programme has been drawn up, building on the extensive training already undertaken.

**APPENDIX A**



**HAVERING PENSION FUND**

**REPORT ON THE WORK  
OF THE  
PENSIONS COMMITTEE**

**MARCH 2009**

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## Annual Report of Pensions Committee, 2008/09

### INTRODUCTION

The Havering Pension Fund provides benefits to Council employees (except teachers). The performance of the Fund impacts on the cost of Council services through the cost of employer contributions. It is therefore beneficial to issue an Annual Report to all Council Members on the Havering Pension Fund and the work of the Pensions Committee.

This report covers the period 1<sup>st</sup> April 2008 to 31<sup>st</sup> March 2009 and outlines:

- The work of the Pensions Committee
- Key issues arising during the course of the year

The financial position of the Havering Pension Fund and the performance of the Pension fund investments feature as part of the formal report of the Fund itself, which is prepared later in the year.

### BACKGROUND TO THE PENSION FUND

The Council is an administering Authority under the Local Government Pension Scheme Regulations and as such invests employee and employer contributions into a Fund in order to pay pension benefits to scheme members. The Fund is called the Havering Pension Fund.

The latest audited value of the Fund as at 31<sup>st</sup> March 2008 was £349m. This was invested in equities in listed companies both in the UK and overseas, fixed interest securities, property funds and cash.

The Council sets the overall investment strategy of the Fund and monitors performance of five different managers (who have specific mandates) against an agreed performance in relation to an agreed benchmark. The Council had delegated this responsibility to the Pensions Committee.

### THE MANAGEMENT STRUCTURE

Pensions Committee during 2008/09

Cllr Melvin Wallace (Chairman)  
Cllr Roger Ramsey (Vice Chairman)  
Cllr Robert Benham  
Cllr Robby Misir  
Cllr Clarence Barrett  
Cllr Linda van den Hende  
Cllr Jeffrey Tucker (commenced August 2008)

Non voting Union Members:

Brian Long (Unison)  
Sean Ramsden (UNITE)

Non voting Admitted / Scheduled Body Member:

David Holmes – Havering College of Further and Higher Education (commenced September 2008)

Fund Actuary	Hewitt Bacon & Woodrow
Auditors	Audit Commission changing to PWC
Custodians	State Street Global Assets
Investment Managers	Standard Life Investments (UK Equities) Royal London Asset Management (Investment Bonds) Western/Citigroup (Global High Yield Bonds) – Redeemed August 2008 Alliance Bernstein Institutional Investors (Global Equities) UBS (Property)
Investment Advisers	Hymans Robertson

## Annual Report of Pensions Committee, 2008/09

Legal Advisers                      London Borough of Havering Legal Services provide legal advice as necessary (specialist advice is procured as necessary)

Performance Measurement      WM Company

The terms of reference for the Committee are:

- To consider and agree the investment strategy and statement of investment principles for the pension fund
- To authorise the invitation of tenders and the award of contracts for actuaries, advisers and fund managers or other related investment matters (where not covered by existing delegation arrangements)
- To appoint and review the performance of advisers and investment managers for Council and pension fund investments
- To take decisions on those matters not to be the responsibility of the Cabinet under the Local Authorities (Functions and Responsibilities)(England) Regulations 2000 relating to those matters concerning pensions made under Regulations set out in Sections 7, 12 or 24 of the Superannuation Act 1972

### **PENSION COMMITTEE DATES**

The Committee met a number of times and Annex A sets out the coverage. In addition, the Committee held a cycle of meetings to review the investment strategy.

### **TRAINING AND DEVELOPMENT**

Training and development took place over the year to ensure that Members of the Committee were fully briefed in the decisions they were taking as shown in the database in Annex B, in summary this covered:

- Three training sessions combined with Special Pension Committee meetings for the 2008 Investment Strategy Review.
- Three day Trustee Training course for Councillor Benham.
- Alternative Investments and their associated asset classes.
- Alternative assets and options for pooled/segregated management.

A training and Development Plan is in place for 2009/10 which is linked to the Pension Fund coverage for 2009/10.

### **KEY ISSUES ARISING IN THE PERIOD**

- **Communication Strategy and Governance Policy**  
In line with the 1997 Local Government Pension Scheme (LGPS) regulations the London Borough of Havering as an administering authority has undertaken an annual review of the Pension Fund's Communication Strategy and Governance Policy.
- **Whistleblowing Requirements of the Pensions Act**  
An annual review was undertaken.
- **Review of Statement of Investment Principles and Funding Strategy Statement**  
The process of a fundamental review was completed.
- **Annual Report for Members of the Fund**  
This was reviewed and approved for distribution.
- **Reviewed performance of Advisers, Custodians and Actuary**
- **Considered performance of Pensions Administration Service**
- **Considered Alternative Investments**

**Annual Report of Pensions Committee, 2008/09**

**ANNEX A**

<b>MARCH 2008</b>	<ul style="list-style-type: none"> <li>▪ Overall Monitoring Report on Pension Fund to end of December 07:               <ul style="list-style-type: none"> <li>a) UK Equities Manager</li> <li>b) UK Bonds Manager</li> </ul> </li> <li>• Annual Training Plan and Work Plan Review inc work of Committee</li> </ul>
<b>MAY 2008 (SPECIAL)</b>	<ul style="list-style-type: none"> <li>▪ Phase 1- Investment Strategy Review</li> </ul>
<b>JUNE 2008 (SPECIAL)</b>	<ul style="list-style-type: none"> <li>▪ Phase 2 - Investment Strategy Review</li> </ul>
<b>JULY 2008 (SPECIAL)</b>	<ul style="list-style-type: none"> <li>▪ Phase 3 - Investment Strategy Review</li> </ul>
<b>JULY 2008</b>	<ul style="list-style-type: none"> <li>▪ Overall Monitoring Report on Pension Fund to March 08:               <ul style="list-style-type: none"> <li>a) Global Equities Manager</li> <li>b) Global Higher Yielding Bonds Manager</li> </ul> </li> </ul>
<b>SEPTEMBER 2008</b>	<ul style="list-style-type: none"> <li>▪ Overall Monitoring Report on Pension Fund to end of June 08:               <ul style="list-style-type: none"> <li>a) UK Equities Manager</li> <li>b) UK Bonds Manager</li> </ul> </li> <li>▪ Pension Fund Accounts inc annual report requirements</li> <li>▪ Preparation for review of the Statement of investment Principles and the Funding strategy Statement</li> <li>▪ Pensions Panel Restructure</li> </ul>
<b>NOVEMBER 2008</b>	<ul style="list-style-type: none"> <li>▪ Annual review of Custodian</li> <li>▪ Annual review of Adviser</li> <li>▪ Annual review of Actuary</li> <li>▪ Review of Communications/ Governance Policies</li> <li>▪ Review of the Statement of investment Principles and the Funding strategy Statement</li> <li>▪ Report to Pensioners /contributors of the Pension Fund 2007-08 (Pension Fund Leaflet)</li> <li>▪ Annual Report on activity of Pensions Admin</li> <li>▪ Whistleblowing Annual Assessment</li> <li>▪ Preparations for Pension Fund Annual Report</li> <li>▪ The Administration of Simply Better Services to Pension Fund</li> <li>▪ Flexible Retirements and Discretions</li> <li>▪ General report on Panel Activity; IDR policy; discretions – 100 weeks only – 100 weeks done verbally</li> </ul>
<b>DECEMBER 2008</b>	<ul style="list-style-type: none"> <li>▪ Overall Monitoring Report on Pension Fund to end of September 08 inc.               <ul style="list-style-type: none"> <li>a) Global Equities Manager</li> <li>b) Property Manager</li> </ul> </li> <li>▪ Custodian monitoring and value for money</li> </ul>
<b>FEBRUARY 2009 (SPECIAL)</b>	<ul style="list-style-type: none"> <li>▪ Review of Global Equities Manager</li> <li>▪ Pension Fund investment overview</li> </ul>
<b>MARCH 2009</b>	<ul style="list-style-type: none"> <li>▪ Overall Monitoring Report on Pension Fund to end of December 08:               <ul style="list-style-type: none"> <li>a) UK Equities Manager</li> <li>b) UK Bonds Manager</li> </ul> </li> <li>▪ Annual Training Plan and Work Plan Review inc work of Committee</li> </ul>

## ANNEX B PENSIONS COMMITTEE MEMBER TRAINING 2008/09

DATE	TOPIC COVERED	LOCATION	ATTENDED BY
22 April 2008	Pensions Overview – Informal one to one training for Councillor Benham by Debbie ford	Town Hall	Cllr Benham
24 April 2008	<ul style="list-style-type: none"> <li>Local Authority Investment Seminar provided by Standard Life (1/2 day)</li> </ul>	The Dorchester Hotel	Cllr Ramsey
13 May 2008	Training/Special Pensions committee meeting by Investment Advisors (Hymans): <ul style="list-style-type: none"> <li>Phase 1 Investment Strategy Review</li> </ul>	Town Hall	Cllr Wallace Cllr Benham Cllr Kelly (sub for Cllr Ramsey) Cllr Van den Hende Cllr Barrett
9 June 2008	Training/Special Pensions committee meeting by Investment Advisors (Hymans): <ul style="list-style-type: none"> <li>Phase 2 Investment Strategy Review</li> </ul>	Town Hall	Cllr Ramsey Cllr Benham Cllr Misir Cllr Galpin (sub for Cllr Wallace) Cllr Van den Hende
17 July 2008	Training/Special Pensions committee meeting by Investment Advisors (Hymans): <ul style="list-style-type: none"> <li>Phase 3 Investment Strategy Review</li> </ul>	Town Hall	Cllr Wallace Cllr Ramsey Cllr Barrett
25 September 2008	Investment Advisor (Hymans) doing training: <ul style="list-style-type: none"> <li>Alternative Asset Classes</li> </ul>	Prior to Committee at the Town Hall	Cllr Wallace Cllr Ramsey Cllr Van den Hende Cllr Misir Cllr Benham

**Annual Report of Pensions Committee, 2008/09**

<p><b>13 October 08 (Day 1)</b>  <b>13 November 08 (Day 2)</b>  <b>9 December 08 (Day 3)</b></p>	<p>Local Government Employers doing Trustee Training:</p> <ul style="list-style-type: none"> <li>• Day 1 <ul style="list-style-type: none"> <li>○ LGPS framework (past &amp; present)</li> <li>○ Investment Framework</li> <li>○ Traditional Asset Classes</li> </ul> </li> <li>• Day 2 <ul style="list-style-type: none"> <li>○ Valuations</li> <li>○ Funding Strategy Statements</li> <li>○ Corporate Governance</li> <li>○ Communication Strategies/Policies</li> <li>○ Established Alternative Investments</li> </ul> </li> <li>• Day 3 <ul style="list-style-type: none"> <li>○ Duties and Responsibilities of Committee members</li> <li>○ The future for LGPS</li> <li>○ Managers and Manger selection</li> <li>○ Bringing it all together</li> </ul> </li> </ul>	<p>London</p>	<p>Cllr Benham</p>
<p><b>18 December 2008</b></p>	<p>Schroeder's doing Training:</p> <ul style="list-style-type: none"> <li>• Investing in alternative Assets and options for pooled/segregated management</li> </ul>	<p>Prior to Committee at the Town Hall</p>	<p>Cllr Ramsey  Cllr Benham  Cllr Van den Hende  Cllr Tucker  Cllr Thompson (sub for Cllr Wallace)  David Holmes (employer representative)  Brian Long (Unison)  John Giles (Unison)</p>

**Annual Report of Pensions Committee, 2008/09**





## STANDARDS COMMITTEE

# 7C

### ANNUAL REPORT, 2008/09

#### 1. Annual Report 2008/09

In accordance with good practice recommended by the Standards Board for England and the Audit Commission, Annual Reports of the Standards Committee are now to be submitted to the Council. As this is the first report of the Standards Committee and the system in dealing with complaints about Members' conduct altered in May 2008, this report deals with the changes since that date.

The Report contains the following:

- Terms of Reference of the Committee are set out in full within the Council's Constitution but the key points are highlighted below.
- Key issues considered by the Standards Committee and its sub-committees in the period under review.

#### 2. Arrangements since 8 May 2008

On 8 May 2008, the handling of complaints under the Members' Code of Conduct was devolved from the Standards Board for England to the Standards Committee of the Council. This necessitated systems being introduced which accorded with the new legislation and the Regulations and Guidance issued as a result. These included the appointment of a third Independent Member, the appointment of one of the Independent Members as Chairman, the increase in the size of the Committee to 12 to maintain the legislative balance of a minimum of 25% independent members and to provide sufficient flexibility as required under the Regulations to enable different committee members to hear Initial Assessments and Reviews. In addition the Assessment Criteria were developed and advertised. There is a requirement for the committee and all sub-committees to be chaired by an Independent Member.

#### 3. Terms of reference of the Committee

Many of the terms of reference relate to the promotion and maintenance by the Committee of high standards of conduct by members and co-opted members of the Council and the education and monitoring of matters relating to guidelines on conduct and/or probity. In addition to this, the Committee advises the Council on the adoption

or revision of the Code of Conduct and monitors the operation and effectiveness of the Code, the Protocol on Probity in Planning and the Guidelines for members in dealing with staff. The committee, together with the Audit Committee monitors the Whistleblowing Policy and complaints. The Standards Committee also deals with complaints made against members by sitting as either an Initial Assessment or Review Committee or as a Hearings Panel.

#### **4. Training**

A number of training sessions have been held for members of the Committee and other members of the Council. Training for members of the committee is generally arranged within meetings of the main committee as part of its continuing business.

A new Code of Conduct was introduced in 2007 and training sessions were held following its publication, which all Members had the opportunity to attend. No need for general training for all Members has arisen since then. However training has been undertaken for the Standards Committee members which some other members have also attended.

The Department of Communities & Local Government has, however, been consulting on some proposed changes to the Code and, when they are implemented, consideration will be given to arranging updating sessions for Members.

The Committee is alert to issues emerging from complaints and, if need be, will arrange training for Members if the outcome of complaints indicates that there are areas where specific training is needed.

#### **5. Initial Assessments**

Between 8 May 2008 and the 2 April 2009 10 complaints against members of the Council were referred for Initial Assessment decisions. The Sub-committee is required to hear Initial Assessments within 20 working days of receipt of the complaint. Of the 10 complaints received;

- 3 were referred to the Monitoring Officer for "other action".
- 2 were determined as needing no further action.
- 5 were referred for investigation.

Quarterly reports are submitted by the Monitoring Officer to the Standards Board for England on case number and status.

The Committee have agreed to undertake a review of the Assessment Criteria in the light of experience so far.

## **6. Raising the Profile**

The Committee has considered how the profile of the committee and ethical conduct can be raised and since May 2008 there have been a number of articles in Living, three related to the new procedure and two articles, including one from the perspective of an Independent Member. In addition leaflets were made available in Council buildings including housing offices, Libraries and the PACS and information was made available on the internet. It is intended to continue with various articles throughout the next year.

Independent Members have attended Council, Cabinet and Regulatory Services meetings recently in order to observe proceedings and understand how Council business is conducted.

**Annual Report of the Standards Committee, 2008/09**



## **ADULT SERVICES OVERVIEW AND SCRUTINY COMMITTEE**

# 7D

### **ANNUAL REPORT, 2008/09**

During the year under review, the Committee met formally on 5 occasions including 1 special meeting. The Committee dealt with the following issues:

#### **1. WORK PROGRAMME AND COUNCIL CONTINUOUS IMPROVEMENT MODEL REPORT**

- 1.1 The Committee met in September and were given an oral summary of the report on the Work Programme and Council Continuous Improvement Model. This was in response to issues raised around the Council's Overview and Scrutiny processes in the most recent Comprehensive Performance Assessment (CPA) process.
- 1.2 The Committee agreed to establish a standing agenda item whereby the list of Cabinet reports pertaining to its remit is reviewed and that, for any issues due for review at its next meeting, an appropriate update report was requested from officers.

#### **2. SCRUTINY TOPIC GROUPS**

##### **2.1. PERSONALISED CARE**

- 2.1.1 This Group is comprised of: Councillors Jeff Brace (Chairman), Pat Mylod, June Alexander, Pam Light, Chris Fox and Keith Wells.
- 2.1.2 The group met on seven occasions in the Municipal Year to scrutinise the process of Personalised Care and the services provided by the Council for its customers. The group received a presentation from the Head of Adults Services on accessing care support and how this may be impacted by the development of Personalisation, and have also met with both direct and non-direct payment customers.
- 2.1.3 The group are also looking at the Dial-a-Ride and the issues that Havering currently has.
- 2.1.4 The group will continue its review in the new municipal year.

### **3. OTHER MATTERS CONSIDERED**

- 3.1 Requisition: Report concerning the closure of Elmhurst Lodge and Winifred Whittingham House – In August 2008, the Committee considered a requisition of the Cabinet's decision to close Elmhurst Lodge and Winifred Whittingham House. The Committee discussed the effect on residents who would need to move and agreed that the level of facilities available in independent homes would match those available in the current premises. The Committee decided not to uphold the requisition in this instance.
- 3.2 Local Involvement Network (LINK) – Report on Elderly Persons' Homes Reprovision – At its meeting in August 2008, members received a report on the LINK's formal referral on the future of the Council's proposals on the future of its elderly persons' homes at Elmhurst Lodge and Winifred Whittingham House. Jo Ratcliffe, the Interim Chairman of the LINK, stated that they had conducted a consultation and the outcome indicated that the residents, families and staff preferred the option for the two homes to be refurbished. The Committee noted the work done by the LINK.
- 3.3 Day Opportunities Review – At its meeting in August 2008, members received a report regarding the review of Day Opportunities. The report referred to the modernisation of day opportunities for all adults.
- 3.4 Mental Capacity Act – Members received at its meeting in June 2008 a presentation on the implementation of the Mental Capacity Act 2005. The Members were informed that the Independent Mental Capacity Advocate (IMCA) is provided by HUBB within Havering. The Committee were informed that HUBB submit, on a regular basis, statistical information on referrals and provide reports as part of the monitoring process by the Council and the Department of Health.
- 3.5 Adult Social Services Complaints Annual Report 2007/08 – At its meeting in June 2008, the Committee considered the number and nature of complaints made to Adult Services and how these are responded to. The Committee noted that the volume of statutory complaints to Adult Social Services had fallen.
- 3.6 Local Involvement Network for Health and Social Care (LINK) – At its meeting in November 2008, the Committee received a report following the introduction of the LINK on the 1 April 2008, from the Interim Host. The Committee noted that a Steering Group had been established consisting of various voluntary organisations.
- 3.7 Meals on Wheels – At its meeting in November 2008, the Committee received a report giving the results of the survey of Meals on Wheels. The Committee noted that the survey had indicated that satisfaction levels amongst users had remained high.
- 3.8 Telecare and Telehealth Services – At its meeting in November 2008, the Committee received a presentation on the Telecare Services. Members noted that Telecare was a means of promoting independence, and the equipment was tailored to the needs of the individual.

3.9 The Birmingham Programme of Training for Care Managers – At its meeting in February 2009, the Committee received a presentation from the Project Manager of Birmingham City Council's "Short Breaks for Carers" scheme. The Committee were informed that the procedure implemented by that Council was to ensure that carers were provided with a way of accessing respite breaks on a fair basis. It was explained that there were options for carers:

- Direct Payments
- Respite Care of
- Homecare

The choice was at the discretion of the carer and the process working well and was carefully monitored. The principal benefit was the empowerment and freedom given to carers

3.10 Dial-a-Ride – At its meeting in April 2009, the Committee received a presentation on Dial-A-Ride, a Transport for London service, which is operated across London to provide assistance to those with reduced mobility. The Committee considered the number of problems that had been cited with the service provided in Havering. The Committee agreed that the issues needed to be looked at in greater depth and therefore would form part of the Personalised Care Topic Group.

3.11 Overview of Transformation – At its meeting in April 2009, the Committee received a presentation from the Service Manager on the changes taking place within Adult Social Care. The Committee were informed that personal budgets were designed specifically to allow choice and flexibility for customers based on their assessment needs. This would mean a realignment of both the role and responsibilities of staff and customers, with a broadening of capacity within the service with the introduction of 600 personal assistants required in the next 2 years.

3.12 New Regulations for Health and Social Care Complaints – At its meeting in April 2009, the Committee received a briefing note for the Adult Customer Care and Complaints Manager. The Committee were informed that the "Local Authority Social Services and National Health Service Complaints (England) Regulation" came into force as of 1 April 2009. Members were informed that the changes would remove one layer of the complaints process which would allow local authorities to handle the complaints locally, before being referred to the Ombudsman.

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Committee Officer

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**Background Papers** – None.







## CHILDREN'S SERVICES OVERVIEW AND SCRUTINY COMMITTEE

# 7E

### ANNUAL REPORT, 2008/09

During the period under review, the Committee met on a total of 9 occasions, including two special meetings. Since the Committee's previous annual report its Membership has changed quite dramatically with the Chairman and Vice-Chairman the only continuing Members. There is currently one vacancy for a non-voting Member representing local teacher unions and professional associations.

#### 1. **Budgetary Issues**

On 22 January the Committee met to consider areas of the Council's budget that fell within its remit. A number of changes were noted; including the provision of £80,000 for young people's services, additional resources for improving pupil attendance and additional income from charging independent schools were amongst issues raised within education. In the area of social services the Committee noted that there was an additional provision to Care Matters to add to the government grant, changes to staff training arrangements and an increased focus upon in-house placements for Looked after Children.

#### 2. **Requisition of Cabinet Decisions**

##### 2.1 **Technical Closure of King's Wood Secondary School and Replacement with an Academy**

2.1.1 On the 22 January the Committee also considered the requisition of Cabinet's decision on the technical closure of King's Wood Secondary School and its replacement with an Academy. Councillors Darvill and Ford had called-in the decision in order to review the objections to the decision, to consider the timetable for the closure, to examine the financial implications, for further information on the relative success or failure of other Academies and to review the consultation arrangements to ensure they complied with statutory arrangements.

2.1.2 The Committee raised numerous concerns about the proposal, including the effect upon the children during the exam period, the questionable level of consultation with the appropriate stakeholders and the issue of the success of Academies in other areas. The Committee was advised that Academies had shown much success in other areas of the Country according to the Department of Children, Schools and Families.

2.1.3 The Committee was informed that at that time the consultation process had not been fully completed, but that those who had not been consulted would be contacted to rectify any oversight. The proposal that the requisition be upheld (and that the matter be referred back to Cabinet for further consideration) was lost by 6 votes to 1.

## **2.2 Closure of Dunningford Primary School**

- 2.2.1 On 10 September 2008, the Committee considered the requisition of Cabinet's decision on 20 August 2007 to discontinue Dunningford Primary School from 31 August 2009. Councillors Darvill and Ford had called-in the decision in order that further consideration be given to the responses of the "Formal Statutory Notice" and that consideration be also given to the advantages of the Dunningford's site for extended school use and community use against those available on Ayloff's site.
- 2.2.2 A number of concerns were raised surrounding the high-level of usage of the school grounds and facilities; including use by local sport's and youth groups and the school's better comparable performance to the neighbouring school. Officers responded to the concerns and outlined the reasons behind the decision.
- 2.2.3 At the conclusion of the debate, the Committee resolved that the requisition not be upheld by 5 votes to 3 and on the casting vote of the Chairman.

## **3. Topic Groups**

### **3.1 Care Matters/Looked after Children White Paper**

- 3.1.1 The Committee received the final report of the Topic Group that had been established on 27 September 2007 to examine the implications of the Care Matters/Looked after Children White Paper.
- 3.1.2 The Topic Group met a total of four times and received reports from various officers and representatives from a number of organisations; they were assisted throughout by the Quality Assurance Unit Manager from Children's Services.
- 3.1.3 At its meeting on 10 September the Committee noted the Group's recommendations outlined in the final report and congratulated the Members who were Councillor Jonathan Coles, Paul Sainsbury and Rhonda Ware. The report was passed on to Cabinet.

### **3.2 Roll Out of Surestart Children's Centres**

- 3.2.1 This topic group was chaired by Councillor Keith Darvill and comprised Councillors Gillian Ford and Wendy Brice-Thompson. The topic group was supported by Sue Allen, Head of Pupil & Student Services and Sarah Metcalf, Children's Services Manager.
- 3.2.2 The Group was established on 22 September 2007 to examine the existing and planned provision of Children's Centres within Havering and how the Centres were operating in relation to best practice elsewhere. The topic group met on a total of 14 occasions. As well as holding detailed discussions with officers from Children's Services and NHS bodies, the group visited the Ingrebourne, Collier Row and Upminster Children's Centres and met with parents utilising the Chippenham Road Children's Centre.

3.2.3 The Group's final report was received by the Committee on 21 April 2009 where the recommendations were endorsed and passed on to Cabinet, where the proposals are due to be considered at Cabinet's meeting on 24 June 2009.

### **3.3 Progress with the Academy/Learning Village**

3.3.1 At its meeting on 12 November 2008, the Committee agreed to establish a Topic Group to monitor the progress of the Academy/Learning Village due to replace King's Wood Secondary School.

3.3.2 At present, the Topic Group has yet to meet, but a provisional scoping meeting is planned towards the end of May 2009, with the Membership of the group agreed as Councillors Brice-Thompson, Coles, Darvill and Ford and co-opted Member Sue Kortland.

### **3.4 Speech and Language Therapy**

3.4.1 Further to numerous discussions at meetings throughout the year, the Committee agreed on 21 April 2009 to establish the Speech and Language Therapy Topic Group. Membership of the Topic Group is Councillors Brace, Brice-Thompson and Wallace.

3.4.2 The first meeting is currently scheduled for 19 May.

## **4. Other Matters Considered**

4.1 Council Continuous Improvement Model – At its meeting on 9 October 2008, the Committee received a report that was a response to issues raised around the Council's Overview and Scrutiny processes in the Comprehensive Performance Assessment review.

4.2 Serious Case Review – On 10 September, the Committee received a report on the serious case review carried out following the death of a child which resulted in the imprisonment of a family relative. The Committee noted that such reviews were inter-agency investigations.

4.4 Attainment 2008 – At its meeting on 12 November, the Committee noted and commended the real achievements of its children and young people in terms of their academic success. The report the Committee received highlighted that overall attainment at all Key Stages in 2008 was above the national average.

4.5 Leaving Care Service for Looked after Children – On 10 September the Committee considered a report on services provided for young people aged 16 plus who would be leaving care. The Committee noted the employment opportunities for care leavers and that the service was conducting a consultation with its service-users.

4.6 Children's Workforce Strategy (Position Statement) – The Government's publication "Children's Workforce Strategy: building a world-class workforce for children, young people and families" set out its vision for recognising the

**Annual Report of the Children's Services Overview & Scrutiny Committee, 2008/09**

importance of the workforce to improve outcomes for children. The Committee noted the report on 19 February 2009.

- 4.7 Annual Performance Assessment (APA) of Services for Children and Young People 2008 – The APA of services for children and young people was conducted by Ofsted in 2008. The judgement letter dated 17 December 2008 showed that the Council consistently delivered good services. The Committee noted the report on 19 February 2009.
- 4.8 School Attendance – The Committee, on 19 February 2009 received a report outlining the Government's focus upon persistent absences. The aim was to reduce the rate of absence to the extent that no local authority would have more than a 5% persistent absence rate. The Committee noted the report and agreed recommendations to defer the publicity of the new fine procedures for parents until schools had universally adopted the policy.

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**Background Papers** – None.



## **CORPORATE OVERVIEW AND SCRUTINY COMMITTEE**

# 7F

### **ANNUAL REPORT 2008/09**

During the year under review, the Committee met on 8 occasions (including 3 special meetings) and dealt with the following issues

#### **1. REQUISITIONS**

1. The Committee has considered two decisions called in by written requisition
2. The first call in related to the Leader of the Council's decision to agree the replacement of the Mayoral Car by a Mercedes S Class via a three year leasing arrangement. The requisition was not upheld.
3. The second call in related to the Cabinet's decision to disestablish the Mobile Patrol Section and replace it with a more focussed service in parks for the benefit of residents. This requisition was upheld and referred back to Cabinet for further consideration.

#### **2. ADULT SOCIAL SERVICES REVIEW**

1. At its September meeting the Committee received the final report of the Adult Social Services Review. It noted that the recommendations had been discussed by the Corporate Management Team and were being taken forward. The Review Panel are to meet again to review the position.

#### **3. TOPIC GROUPS**

1. The Committee had established two Topic Groups in the year.
2. The Council Tax Benefit and Housing Benefit Fraud Topic Group met on two occasions where it received a presentation from the Head of Exchequer Services and Benefits Manager. The sections performance exceeded the London average in all areas. The Cabinet was recommended to:
  - 3.2.1 Recruit a Financial Investigator to work alongside criminal investigations and be responsible for confiscation through fraud;
  - 3.2.2 Continue investigations into the possibility of working in partnership with another local authority who can provide management services for Fraud Management; and

3.2.3 The possibility of recruiting a Manager for Fraud Services be re-investigated in 12 months time.

3.3 The Paperless Councillor Topic Group has met on 4 occasions and is exploring ways of reducing the amount of paper circulated to councillors to reduce costs and improve their efficiency. Arrangements are being made to establish a pilot group to test the proposed arrangements and the Topic Group will continue to run until next May.

#### **4. ADVERTISING ON COUNCIL OWNED PREMISES, VEHICLES AND OTHER PROPERTY**

4.1 The Committee reviewed the contracts awarded by the Cabinet in respect of:

- Car park advertising and sponsorship of roundabouts and boundary signs,
- Banner advertising on lamp columns,
- Banner advertising on digital lamp column advertising, and
- Banner advertising on large format billboards.

4.2 The Committee have requested a further report on being advised that one of the prospective contractors had gone in to liquidation.

#### **5. SICKNESS ABSENCE MANAGEMENT**

5.1 The Committee received a report from the Head of Human Resources detailing the procedures followed when staff return to work following absence through sickness. The Committee were advised that a new on-line system was being piloted and asked for a further report once the pilot was ended.

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## CRIME AND DISORDER COMMITTEE

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# 7G

### ANNUAL REPORT, 2008/09

During the period under review, the Committee met on 5 occasions and dealt with the following issues

#### 1. Scrutiny Topic Groups

##### 1.1 Knife Crime

1.1.1 The Committee approved the establishment of a topic group to examine Knife Crime. The scope of review covered:

- looking at the approaches being developed in Schools;
- the use of the Council's weapons arches;
- mapping / analysis of knife crime incidents;
- gang cultures, issues and pressures;
- young peoples views;
- how the Council can best help the Community Safety Partnership's efforts to reduce knife crime.

1.1.2 The following Members formed the topic group: Councillor Lesley Kelly (Chairman), Councillor Jeff Brace, Councillor David Grantham, John Mylod and Councillor Frederick Thompson.

1.1.3 The topic group met on four occasions including a visit to Bexley. It received a presentation from Deborah Luff, Community Safety Manager, met the principal of Havering College, and received a presentation from the Metropolitan Police.

1.1.4 The Topic Group visited the London Borough of Bexley. The Topic Group met members and officers from Bexley who explained how they had responded to a knife murder in Sidcup on 28 May 2008. This murder had received intensive media coverage because of the high profile of the victim.

1.1.5 Havering does not have a significant problem with knife crime. Under the iQuanta 'family group' of similar geographical areas, Havering was the best performing on knife crime in its group as well as third safest per head of population.

1.1.6 Historically, Romford had a reputation as a crime hotspot, through partnership working with the police and entertainment providers the

problems had been overcome. Therefore, we feel there is no need to change the way we are working to tackle the perceived problem of knife crime.

1.1.7 The Topic Group recommends that:

1. a protocol be established with the Metropolitan Police to respond to a major incident similar to the events in Bexley;
2. partnership be encouraged to maximise the opportunities to use the screening arches:
3. work continue with the Metropolitan Police under the Havering Police Youth Engagement Plan, including work with year 6 students: and
4. a review be undertaken in six months time to check the situation has not changed.

## 1.2 **Night Time Economy in Romford Town Centre**

1.2.1 At its meeting on 2 July 2008, the Committee approved the establishment of a topic group to examine the Night Time Economy in Romford Town Centre. The topic group was to review the community safety projects that were operating as part of Romford's Night Time Economy.

1.2.2 The following Members formed the topic group at its outset: Councillor Lesley Kelly (Chairman), Councillor Jeff Brace, Councillor David Grantham and Councillor Frederick Thompson.

1.2.3 The topic group met on three occasions including receiving a presentation from the Alcohol & Violent Crime Officer, Jane Eastaff and visiting Romford Town Centre to meet the Street Pastors and Taxi Marshals.

1.2.4 Romford Town Centre attracts approximately 11,000 individuals every Friday and Saturday night.

1.2.5 Romford Town Centre has 43 restaurants and cafes, 21 pubs and bars, 4 nightclubs and a 16 screen multiplex cinema and bowling alley.

1.2.6 There are currently 21 community safety projects running as part of Romford's night time economy. The projects aim to improve the status of Romford Town Centre and its night time economy, although there had been some changes and improvements already.

1.2.7 In Havering the fear of crime was higher than the probability of being a victim of crime. The figures showed a reduction of 77 per cent in the fear of crime and 28 per cent in general crime levels at the Taxi Rank. This reduction was a result of the Taxi Marshal Scheme, which had been run as a three month pilot in Romford as part of the Respect campaign, and independently evaluated by Transport for London. The success of the Pilot had seen funding be made available from the Hackney Carriage office for its continuation.

1.2.8 The following community safety initiatives and projects are currently delivered to support Romford's Night Time Economy:

### **Pubwatch:**



**Drugs Dogs Initiative:**  
**Lollipops:**  
**Taxi Marshalls:**  
**Date Rape Awareness – Personal Safety:**  
**Hi-Visibility Jackets:**  
**Challenge 21:**  
**Tackling Underage Sales: Knives and alcohol:**  
**Pastors on Patrol:**  
**CCTV:**  
**Drug Itemiser:**  
**Search Wands:**  
**Search Arches:**  
**Yellow Bus:**  
**Hi Visibility Patrols:**  
**Designated Drinking Area:**  
**Designing out crime officer:**  
**Operation Curb:**  
**Banning Orders:**  
**Alcohol and violent crime workshops:**  
**Drink Drive Campaign:**  
**Alcohol Interventions Funding Training:**  
**Havering Nightlife Awards:**  
**NBIS:**  
**Body Cameras:**  
**Alcohol Harm Reduction Strategy:**  
**Bluetooth:**

1.2.9 The success of the Council's management of Romford's night time economy was recognised nationally when the Council won a prestigious Beacon award in the After Dark category. The Beacon awards recognise local government excellence and innovation in improving quality of life for their residents and communities. The Community Safety team was praised for its work with the police and other agencies in creating a safer town centre by engaging with local people and encouraging family-friendly venues that attract all parts of the community.

1.2.10 The Topic Group recommends that, where appropriate the Havering Community Safety Partnership, or other relevant authority, be encouraged to continue to provide funding for the projects identified below:

1. the Council continue to adopt a robust approach to managing Romford's Night Time economy;
2. Trading Standards be encouraged to continue their tough stance on the sale of alcohol to underage persons;
3. the Public Carriage Office be approached to continue funding the Taxi Marshall scheme;
4. Publicity and support be given to the Street Pastor project;
5. Transport for London be encouraged to expedite the planned improvements to the area around Romford station;
6. Connexions continue to provide focussed youth work on Friday nights utilising the Yellow bus;
7. the lighting in the alley way running alongside Romford station be

improved:

8. the Lead member for StreetCare and Customer Services investigate the possibility of installing portable toilets in the market Place on Friday and Saturday nights: and
9. the Lead member for StreetCare and Customer Services take action to ensure the market traders clear up their rubbish after they finish trading.

### 1.3 **Sex Offenders**

1.3.1 Earlier this year the Committee established a Topic Group to review how Sex Offenders are dealt with in the borough.

1.3.2 All members of the Committee were appointed to serve on the topic group which has met on two occasions. At the first meeting the Topic Group received a presentation from the Metropolitan Police on how the MAPPA protocols operated and which service were involved in dealing with known sex offenders. A further meeting is to be arranged to which both Housing and Social Services will be making presentations.

## 2. **OTHER MATTERS CONSIDERED**

2.1 The Borough Commander, Acting Chief Superintendent Steve Wisbey had reported on resource allocation to, and within Havering. Allocation of Police Officer resources to the borough were controlled by a formula introduced in 2005. The formula took into account five factors:

- Need (social & demographic);
- Demand (Crime & Disorder issue);
- Opening the Shop (how many staff are needed to man the stations);
- Capital security: and
- Commissioner's judgement.

2.1.1 The Committee noted that Transport for London would be allocating additional Police Community Support Officer's (PCSOs) in recognition of Romford's status as a transport hub.

2.1.3 The opportunity existed for the local authority to purchase additional resources. Currently 5 PCSOs had been purchased for Community Safety, although the contract was up for renewal. Ardleigh College had also purchased additional PCSO support.

2.2 The Committee Safety Manager made a presentation relating to the Fear of Crime Strategy. On an Annual basis the Havering Community Safety Partnership (HCSP) carried out a Strategic Assessment. For 2008/2009 four themes had been identified:

- Theme One – Violence;
- Theme Two – Acquisitive Crime;
- Theme Three – Anti-Social Behaviour; and
- Theme Four – Fear of Crime.

Three objectives had been agreed in respect of Fear of Crime:

1. Update existing Partnership Fear of Crime Strategy;
2. To raise awareness of crime prevention initiatives amongst residents of Havering; and
3. To raise awareness of crime prevention initiatives amongst council staff and Members.

To meet these objectives a series of specific targets had been set:

- Review existing strategy by September 2008, this had been reported to the HCSP on 1 October 2008;
- Deliver a minimum of 6 crime prevention road shows – 10 road shows had been delivered, across the borough;
- Develop HCSP website – a basic site was now available, (<http://www.hcsp.org.uk>);
- Deliver a minimum of 4 radio campaigns per annum – 4 campaigns had been delivered ;
- Deliver a minimum of 4 cinema campaigns per annum – 2 cinema campaigns had been delivered; and
- Circulate a monthly member's newsletter – 2 member's newsletters had been circulated.

2.3 The Committee had considered the budget and spending plans for the Havering Community Safety Partnership for 2008/09.

2.3.1 Funds were allocated in accordance with agreed priority areas as follows:

Strategic Theme		SSCF expenditure £
1.	Violent Crime	111,000
2.	Acquisitive Crime	30,000
3.	Anti Social Behaviour	65,000
4.	Fear of Crime	39,841
Total		245,841

Individual projects were funded under each theme Projects were assessed by action groups and presented in a Project Plan to HCSP for evaluation before funding was agreed.

2.3.2 The Committee discussed a number of specific projects and noted that the Council had been nominate for both a Responsible Drinks Retailing Awards in the Local Authority of the Year category and a prestigious Beacon award in the After Dark category for its excellent practice in managing Romford's night time economy. The Council did win the Beacon award.

2.4 The Committee received a report from the Metropolitan Police on the Multi-Agency Public Protection arrangements (MAPPA). This was the formal arrangements for managing the risks posed by and to various categories of offender. It ensures that agencies work together in partnership to identify, risk assess and risk-mange these offenders.

**Annual Report of the Crime & Disorder Committee, 2008/09**

- 2.4.1 When carrying out a full risk assessment and preparing a Risk Management Plan for a category 1 offender the MAPPA will consider whether disclosure is appropriate.
- 2.5 Formal arrangements for the Scrutiny of Crime and Disorder Partnerships came into force on 30 April 2009. Under the new regulations the Crime and Disorder Committee has the right to co-opt additional members to serve on the Committee.

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## **CULTURE AND REGENERATION OVERVIEW AND COMMITTEE**

# 7H

### **ANNUAL REPORT, 2008/09**

During the year under review, the Committee met formally on 4 occasions including 1 special meeting. The Committee dealt with the following issues:

#### **1. WORK PROGRAMME AND COUNCIL CONTINUOUS IMPROVEMENT MODEL REPORT**

- 1.1 The Committee met in September and were given an oral summary of the report on the Work Programme and Council Continuous Improvement Model. This was in response to issues raised around the Council's Overview and Scrutiny processes in the most recent Comprehensive Performance Assessment (CPA) process.
- 1.2 The Committee agreed to establish a standing agenda item whereby the list of Cabinet reports pertaining to its remit is reviewed and that, for any issues due for review at its next meeting, an appropriate update report was requested from officers.

#### **2. SCRUTINY TOPIC GROUPS**

##### **2.1. COUNCIL'S COMMITMENT TO THAMES CHASE**

- 2.1.1 This Group is comprised of: Councillors Ray Morgon (Chairman), Linda Hawthorn and Lesley Kelly
- 2.1.2 The group met on three occasions in the Municipal Year to scrutinise the benefits of the Thames Chase Community Forest and monitor the income and expenditure. Members carried out a site visit and met with the current Director of Thames Chase who provided the members with details on the current benefits of Thames Chase.
- 2.1.3 The final report was received at the Committee meeting on May 2009, and will be considered by Cabinet in July 2009.

##### **2.2 CULTURAL INDUSTRY**

- 2.2.1 This Group is comprised of: Councillors Robert Benham (Chairman), Georgina Galpin, Lynden Thorpe and Linda Hawthorn
- 2.2.2 The group met on five occasions in the Municipal Year to scrutinise the viability of a potential viewing gallery at Fairkytes through the production of a

Gallery Development Business Plan. Members have carried out various site visits to other neighbouring authorities with comparable venues.

2.2.3 This group will continue its review in the new municipal year.

## **2.3 LIVING AMBITIONS**

2.3.1 This Group is comprised of: Councillors Linda Hawthorn (Chairman), Ray Morgon and Lesley Kelly.

2.3.2 The group will arrange its first meeting in the new Municipal Year.

## **3. OTHER MATTERS CONSIDERED**

3.1 Requisition: Proposed Disestablishment of Mobile Patrol Service – In March 2009, the Committee considered a requisition of the Cabinet decision to disestablish the Mobile Patrol Service and replace it with a more focussed service. The Committee discussed the issues and concerns were raised about the loss of officers who had extensive knowledge. The Committee decided that the requisition not be upheld in this instance.

3.2 The Impact of the Olympics in Havering – At its meeting in September 2008, the Committee received an update report on Havering's approach to the 2012 Olympics and Paralympic Games. Members were provided with updates on projects that were currently running under the scheme.

3.3 Harold Hill Ambitions – At its meeting in September 2008, the Committee received a presentation on Harold Hill Ambitions; Members noted that residents felt that the changes were required to improve their quality of life in the area. The Committee noted that it was essential that changes took place due to the high rates of unemployment and poor health in the area.

3.4 Regeneration in Havering – At its meeting in September 2008, the Committee received a presentation on the Regeneration Strategy for Havering. The Committee were informed about the number of key issues that led to regeneration and the goals and themes in place to deliver the regeneration.

3.5 Culture and Leisure Services – At its meeting in September 2008, the Committee received an oral presentation on the current performance and progress of Culture and Leisure Services. Members were also updated on the roles and responsibilities of the service, together with the current projects and events that the service were responsible for.

3.6 Heritage in Havering – At its meeting in September 2008, the Committee received a topic group report which reviewed Heritage in Havering and provided an update on the progress of the recommendation in the report. The Committee agreed that the report should be put forward to Cabinet. At its meeting in May 2009 an oral update on the progress was given to the Committee. Officers informed Members that all the recommendations had been successfully implemented.

- 3.7 Sport England's New Strategy 2008-2011 – At its meeting in November 2008, the Committee received a presentation on Sport England's new strategy and its implications for Havering. Member noted the strategy's aims and that Havering were working in partnership with Proactive East and other National Governing Bodies to create sports opportunities within the borough.
- 3.8 Sports and Leisure Management (SLM) – At its meeting in September 2008, the Committee received a presentation on the contract performance of SLM. Member noted that the contract was for 10 years commencing 1 October 2006, and consisted of the operational management of three leisure centres in the borough.
- 3.9 Havering Museum Project – At its meeting in March 2009, the Committee received an oral update concerning the Havering Museum Project. The Committee were informed that it was planned for the Museum to open in early 2010, and that there would be a small entrance fee for adults. Exhibition space would be available to provide a space for hire for event and functions.
- 3.10 External funding opportunities for Regeneration work – At its meeting in March 2009, the Committee received a presentation concerning the external funding opportunities for regeneration work in the borough. Officers provided members with the key sources of funding and the specific projects where external funding had been received.

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**Background Papers** – None.







## ENVIRONMENT OVERVIEW AND SCRUTINY COMMITTEE

# 71

### ANNUAL REPORT, 2008/09

During the year under review, the Committee met on 6 occasions and dealt with the following issues:

#### **1. WORK PROGRAMME AND COUNCIL CONTINUOUS IMPROVEMENT MODEL REPORT**

- 1.1 The Committee met in September and were given an oral summary of the report on the Work Programme and Council Continuous Improvement Model. This was in response to issues raised around the Council's Overview and Scrutiny processes in the most recent Comprehensive Performance Assessment (CPA) process.
- 1.2 The Committee agreed to establish a standing agenda item whereby the list of Cabinet reports pertaining to its remit is reviewed and that, for any issues due for review at its next meeting, an appropriate update report was requested from officers.

#### **2. SCRUTINY TOPIC GROUPS**

##### **2.1 Smart Car Topic Group**

- 2.2.1 This Group was comprised of: Councillors Sandra Binion (Chairman), Andy Mann, Gary Adams, Steve Whittaker, Roger Evans and Dennis Bull.
- 2.2.2 The group met once during the municipal year to examine the effectiveness, priorities and general operation of the CCTV Smart Car. The group visited Angel Way Car Park in Romford town centre, where the day to day car park operations are managed, and the Parking Services office in Mercury House where the Council's Parking Services are managed together with functions such as PCNs processing, Blue Badge administration, traffic order management and correspondence handling are managed.
- 2.2.3 The Topic Group's report was accepted by the Committee at its meeting on 23 September 2008.

##### **2.2 Out of Hours Noise Patrol Topic Group**

- 2.2.1 This Group is comprised of: Councillors Sandra Binion (Chairman), Kevin Gregory, Dennis Bull, Lesley Kelly, Andy Mann and Steve Whittaker.

- 2.2.2 The group met on two occasions in the Municipal Year to scrutinise the current service delivery in comparison with residents' and others' expectations. They assessed whether the Council's perception of the community needs matched with reality and looked to make recommendations as to the resources necessary to provide an effective and efficient noise service.
- 2.2.3 The group accompanied officers from the Noise Patrol on visits to reports noise complaints.
- 2.2.4 The group will continue its review in the new municipal year.

### **2.3 Cemeteries and Crematorium Topic Group**

- 2.3.1 The Group is comprised of: Councillors Sandra Binion (Chairman), Kevin Gregory, Dennis Bull, Lesley Kelly, Andy Mann and Steve Whittaker.
- 2.4.2 The group met on five occasions in the Municipal Year to scrutinise the buildings and grounds of the service, looking at any physical improvements that could be undertaken in consultation with Funeral Director's, Stakeholders and the Bereaved and compare issues with neighbouring boroughs.
- 2.3.2 The group have visited the South Essex Crematorium and Romford, Upminster and Hornchurch Cemeteries.
- 2.3.3 The group will continue its review in the new municipal year.

### **3. OTHER MATTERS CONSIDERED**

- 3.1 Tobacco Control in Havering – At its meeting in September 2008 the Committee received a presentation on Tobacco Control. Members were informed that a multi agency approach was being taken under the umbrella of Tobacco Control Alliance in order to “denormalise” smoking in society.
- 3.2 Abandoned Shopping Trolley Retrieval Process – At its meeting in November 2008 the Committee received a presentation on the new shopping trolley retrieval process. Members were informed that under Section 99, schedule 4 of the Environmental Protection Act 1990 by the Clean Neighbourhood and Environment Act 2005 there were powers enabling local authorities to seize, store, dispose of and charge for abandoned shopping trolleys. The Committee noted that the purpose of the Section 99 powers was not to generate income but to improve the environment by encouraging stores to collect their own abandoned trolleys.
- 3.3 Graffiti – At its meeting in February 2009, the Committee received a presentation on Graffiti. The Committee noted that there were high levels of graffiti around the Town Centre, and that the service had to give residents and occupiers a 28 day clearance notice before cleaning could commence. There are three cleaning services and they are free of charge once the resident or occupier signs a waiver against claiming against the Council.

- 3.4 The Council's Contaminated Land Inspection Strategy – At its meeting in February 2009, the Committee received a progress report on the three current contaminated land site investigations. The Committee were informed that there were no contaminated land sites in the borough, but there was land which could potentially be affected by contamination.
- 3.5 Trade Waste – At its meeting in April 2009, the Committee received an update on the four recommendations that had been agreed by the topic group. The Committee were informed that all the recommendations had been implemented. Members were informed that there had been several fixed penalty notices issued with 7/8 prosecutions in the pipeline with 9 already won this year against flytipping.
- 3.6 Renewable Energy – At its meeting in April 2009, the Committee received an updated on the recommendations agreed by the topic group. The Committee were informed that the pilot scheme had taken place in three Sheltered Housing sites, which needed boiler replacements. Members were informed that the existing boilers were 60% efficient, whereas the new boilers were now 90% efficient.
- 3.7 Special Treatments – At its meeting in April 2009, the Committee received a presentation on Special Treatments. All the premises and activities which were classed as special treatments and that currently held licenses were outlined. Members were informed that there were currently 111 premises tat carried out special treatments in Havering. The Committee stated that this did not apply to mobiles or those working from home.
- 3.8 Stray Dogs – At its meeting in April 2009, the Committee received a presentation on the Stray Dogs Services. Members were informed that this service was run by Gemini, and that the maximum call out time was 4 hours. Any dogs collected were kennelled for 7 days and the council are charged for this period. After the 7 days the dogs are re-homed, including follow-up visits to ensure that everything is ok. Members were informed that dogs are checked for microchips when collected, so that the owners can be contacted, if they do not find a chip, then this is done before re-homing the dog. If the owner does come forward, they are billed for any charges, including vets fees.

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**Background Papers** – None.





## HEALTH OVERVIEW AND SCRUTINY COMMITTEE

# 7J

### ANNUAL REPORT, 2008/09

During the year under review, the Committee met formally on 5 occasions and dealt with the following issues:

#### 1. CORRESPONDENCE WITH HEALTH TRUSTS

- 1.1 The Committee has continued to use its powers to request information from Health Trusts over the course of the year. A total of 48 letters on matters of concern or interest to the Committee have been sent to local Health Trusts during the year. These have covered a wide range of subjects including the low World Class Commissioning ranking received by NHS Havering, cancelled or delayed appointments at Queen's Hospital and problems experienced by the local Health Trusts with the new NHS computer system.

#### 2. QUEEN'S HOSPITAL

- 2.1 The Chief Executive or another senior officer from Barking, Havering and Redbridge Hospitals' NHS Trust has attended the Committee on three occasions this year in order to discuss issues relating to Queen's Hospital. Discussions have covered a wide range of areas including the quality of hospital food, smoking policy at the hospital and lost patient notes. The Committee has also received regular updates on plans for increased provision of oncology support at the hospital, particularly for patients with head or neck cancer who are often referred to Barts or other central London hospitals for their follow-up treatment.
- 2.2 At its April meeting the Committee received a separate presentation on cleaning procedures at Queen's Hospital. The Committee was pleased to note the improvements made in this area and was able to discuss with the hospital's head nurse for infection control a range of issues including the hospital's isolation policy, MRSA and *C. Difficile* precautions.

#### 3. MENTAL HEALTH ISSUES

- 3.1 The Committee received a detailed presentation from the borough director of the North East London Foundation Trust (NELFT) on mental health issues for Havering. This explained the structure of mental health services in the borough including Early Intervention Teams which aimed to help young people experiencing mental health problems to remain in school or college and the Home Treatment Team that provided a seven day per week service for Havering residents experiencing acute mental health problems. The Committee also discussed the three Community Mental Health Teams which provide

needs-based mental health assessments covering Hornchurch, Romford and Upminster.

#### **4. DIABETES**

4.1 The Committee has held detailed discussions with the Assistant Director – Health Policy at NHS Havering concerning diabetes in Havering. It was explained that there were approximately 10,000 diabetics registered in Havering and this was increasing by 5% each year. The Committee noted the work undertaken by NHS Havering on retinal screening and on the production of a new information booklet for diabetics. It was also noted that diabetic patients in Havering enjoyed better than average outcomes when compared to the rest of London and of England.

#### **5. COMMUNITY FIRST RESPONDERS**

5.1 The Committee received a presentation from a senior officer of St. John Ambulance on a scheme, being piloted in Harold Hill and Collier Row, to supplement London Ambulance responses to certain emergency calls with locally based St. John Ambulance personnel. The Committee discussed the advantages of the scheme and the training required by the staff involved with the programme.

5.2 Following the presentation, Members undertook an informative visit to the headquarters of the London Ambulance Service in central London. As well as touring the building and areas where emergency calls are received, Members also held informative discussions with a senior Ambulance Service officer on the Community First Responders scheme as well as a range of other issues affecting the Service.

#### **6. PUBLIC HEALTH**

6.1 At the Committee's April meeting, Members received a presentation from the Acting Director of Public Health at NHS Havering. This explained work the Trust was undertaking on issues such as smoking cessation and stroke care. The Acting Director of Public Health also explained changes to the policy regarding vaccination against tuberculosis in young children.

#### **7. SKUNK MISUSE**

7.1 The Chairman of the Committee, in conjunction with the Chairman of the Crime and Disorder Committee has, during the year, conducted a number of informal meetings with local stakeholders involved with misuse of the drug Skunk locally in Havering. This has included a doctor working in this field, representatives of the Council's Drug and Alcohol Action Team and of Havering Police.

#### **8. PAN-LONDON SCRUTINY**

8.1 The Chairman and other Members have continued to play an active role on the pan-London Joint Health Overview and Scrutiny Committee. The Havering Committee has taken regular updates on the work of the Joint Committee,

particularly around its work scrutinising the Healthcare for London proposals on acute trauma and stroke.

- 8.2 At its October meeting the Committee held a question and answer session with senior officers from the Council, BHRT and NHS Havering as well as with the Council Lead Member for health issues. This allowed discussion of the local impact of these proposals on a wide range of areas including mental health, acute services and planned care.
- 8.3 Prior to the start of the pan-London scrutiny, members of the Committee were able to visit the construction of the new wing of the Royal London Hospital in Whitechapel which would be the centre of the proposed trauma network covering Havering. This gave Members a useful insight into the capacity required for a regional trauma centre of this type. Members are shown below during their visit to the site.



*(Left to right: Councillor Ted Eden, Councillor Fred Osborne, Anthony Clements (principal committee officer) Councillor Wendy Brice-Thompson and Councillor Barbara Matthews)*

## **9. NORTH EAST LONDON JOINT HEALTH OVERVIEW AND SCRUTINY COMMITTEE**

- 9.1 The Joint Committee held discussions with the London Field Officer of the National Institute for Clinical Excellence (NICE). The officer explained that

NICE issued guidance covering public health, health inequalities and clinical practice, including the approval of drugs for use by the NHS.

9.2 The Joint Committee has also looked at the implications of the Healthcare for London review for the North East London area. This was connected with an initial scrutiny of the separate Health for North East London reconfiguration of services across North East London. The Committee has raised its concern to health officers at the continuing lack of clarity around stroke service reconfiguration in this region (other than at Queen's Hospital itself). The Joint Committee has begun preparing for the formal scrutiny of the Health for North East London proposals which is expected to start in July.

9.3 The Joint Committee has this year conducted a review of patient transport, particularly for local people who are referred for treatment to hospitals in central London. Members have met with relevant officers from London Ambulance Service and local Health Trusts as well as with patient representatives.

## **10. HAVERING LOCAL INVOLVEMENT NETWORK (LINK)**

10.1 At its November meeting, the Committee received the report of the interim host of the LINK (the Council in this instance). Since its inception, the Committee has been keen to build a relationship and work effectively with this new organisation representing local users of health and social care services. Members are pleased that recent meetings of the Committee have been attended by representatives of Havering LINK and have, at the discretion of the Chairman, asked questions of the health officers present.

## **11. TRAINING**

11.1 During the year Members held a successful training session with a facilitator who has worked with the Committee on previous occasions. The session covered a number of areas including the engagement of the Council as a whole, communication with the NHS, working with the LINK and the Committee's work programme. Members felt that this had contributed positively to their method of working.

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**Background Papers** – None.





## HOUSING OVERVIEW AND SCRUTINY COMMITTEE

# 7K

### ANNUAL REPORT, 2008/09

During the year under review, the Committee met formally on 6 occasions including a joint meeting with the other Overview and Scrutiny Committees to consider the Council's budget. The Committee dealt with the following issues:

#### **1. PERFORMANCE INFORMATION**

- 1.1 Throughout the year, the Committee has had a regular agenda item to consider performance information relating to housing issues. The Committee has discussed with officers in detail a large number of performance indicators including the time taken to deal with Member enquiries, average void to relet times and the percentage of housing applications processed within 28 days. In January, Members participated in a joint meeting of Overview and Scrutiny Committees to consider the proposed Council budget. This included a discussion of the planned Government adjustments to subsidy arrangements for Private Sector Leasing schemes in 2010.

#### **2. HOUSING NEEDS AND STRATEGY POLICY – CHOICE BASED LETTINGS**

- 2.1 In July, the Committee considered Havering's policy on choice-based lettings. It was noted that certain groups or people from outside the borough did not in fact receive fast-tracking or priority for housing. Officers also explained to Members the bidding process for available Council housing.

#### **3. HOMES IN HAVERING CONTACT CENTRE**

- 3.1 The Committee received a detailed presentation from officers covering the operation of the Homes in Havering contact centre. The Committee considered the current operation of the contact centre and future options such as extending opening hours and alternative service provision based on the work of the Customer Care Steering Group.

#### **4. TENANCY AGREEMENTS – KEEPING OF PETS**

- 4.1 At its November meeting, the Committee considered issues arising from an attack on a child by a dog that was visiting a Homes in Havering property. Whilst a Police investigation was at the time ongoing, officers explained that general issues about the avoidance of nuisance caused by pets were discussed in the tenants' welcome pack issued by Homes in Havering. This also applied to dogs brought to tenants' homes by visitors. Following a discussion of the issues, the Committee agreed that there was no evidence of negligence in relation to the incident by either Council or Homes in Havering staff. It was further agreed by the Council that no changes to the Council's

Conditions of Tenancy were required as a result of the incident. The Committee did agree that Homes in Havering should write to tenants reminding them of their responsibilities regarding dangerous dogs, whether owned by tenants or by visitors to their properties.

## **5. GOVERNMENT REDUCTION IN RENT INCREASES**

- 5.1 In March officers advised the Committee of a recent Government announcement that, in light of the difficult economic climate, the average guideline rent increase would be reduced by 50%. Officers explained the overall impact of the increase reduction was expected to be revenue neutral for the Council. Levels of housing benefit would also need to be adjusted. The Committee suggested that information on the rent reduction could also be published in the Living in Havering and Heart of Havering magazines.

## **6. EMERGENCY DECANTS**

- 6.1 The Committee received a detailed presentation in May on the issue of emergency decants – the transfer to another Council property, whether on a permanent or temporary basis. It was explained that temporary decants were based on need and hence the property used may not be exactly the same size as a tenant's permanent property. The Committee also noted that it was important that tenants followed the proper legal process and, unless alternative arrangements had been approved by Homes in Havering, gave four weeks notice to terminate their tenancy. Should a property become unusable in the middle of the night, emergency arrangements were able to be accessed via the Royal Jubilee Court operators.

## **7. TOPIC GROUP REVIEWS**

- 7.1 Homes in Havering Topic Group – This group, chaired by Councillor Alexander, considered the services offered by Homes in Havering with particular emphasis on those areas which needed to be improved if the organisation was to achieve two-star status. The group visited the Homes in Havering Arms Length Management Organisation (ALMO) which was considered to offer best practice in this area. The group took detailed briefings from officers on areas that it was considered needed improvement before the next inspection of the organisation. These included Homes in Havering's equalities and diversity policies and its handling of complaints.
- 7.2 Retained Housing Stock Topic Group – This group, chaired by Councillor Oddy, considered the stock options appraisal process, the service re-engineering that has taken place in this area and how this has assisted the approach towards achieving two-star status. The group heard that this service covered a number of key areas including lettings, homelessness, private sector leasing and housing strategy and development.
- 7.3 The Committee noted the positive progress in recent years in the above areas and how they contributed towards efforts to achieve a two-star rating for Homes in Havering. The Committee decided therefore not to make any recommendations direct to Cabinet in this instance. It was recommended that the Committee take further updates on the pre-inspection project delivery plan

for Homes in Havering as well as further progress reports on aids and adaptations and equalities & diversity issues.

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**Background Papers** – None.





**COUNCIL, 22 July 2009**

**7L**

**MEMBER CHAMPION FOR DIVERSITY - ANNUAL REPORT, 2008/09**

**MOVING TOWARDS THE MAINSTREAM:  
THE WORK OF THE DIVERSITY STANDARDS UNIT 2008 - 2009**

As in previous years, the Leader of the Council, and the Chief Executive have continued to provide active championing and visible leadership of the equality and diversity agenda, and I am privileged to support their efforts in doing so.

The Diversity Standards Unit's work over the year has supported the continuous drive towards the mainstreaming of equality, positioning the issues as integral to high-quality service delivery and engagement with communities.

To some extent, this has required a certain amount of re-ordering of priorities, necessitated in part by a change in the leadership of the Unit after Mina Jesa's departure late in 2008. Fitzroy Andrew, a highly-experienced professional with wide experience of equality and diversity management in the public and private sectors, took over the unit leadership role in January 2009. He is ably supported by Olu Smith, Diversity Adviser, and Carol Jackson, the Unit's PA and Office Manager.

In reviewing progress and achievements over the last year, it is worth updating progress on a number of items commenced in the previous year and identified in last year's report:

- Governance: the Diversity Steering Group (DSG) and the Diversity Management Group (DMG) established last year continue to function, and have proved themselves to be highly effective in bringing consistency and co-ordination to the overall governance of the equality agenda, both strategically and at the level of programme management.
- 'Diverse Havering' was established as a sub-group of Havering Strategic Partnership to help address diversity issues across the Borough. Their work is to be subsumed into a new HSP theme group, in the recognition that equality and diversity are important components of a broader set of issues related to cohesion, community engagement, and stronger communities.
- Work is also commencing on strengthening equality management at LSP level through a performance management approach.
- ICAN (Independent Consultation & Advisory Network) was created in 2008 to help ensure that communities and residents in Havering have a real say in the policies, practices and procedures of the Council. The network was successfully launched early in 2009, and has proved a highly successful means of fostering a robust partnership of local agencies around a common interest in consultation and engagement, and reinforced more recently by new legislation creating a legal duty to consult.

- The Equality Standard for Local Government was replaced in March 2009 by the Equality Framework for Local Government, a necessary evolution to ensure that the important task of developing common standards of equality management was able to take account of the changing landscape, in particular the move towards Comprehensive Area Assessment. A comprehensive action plan has been developed which charts the course towards Havering gaining successful peer validation of achievement at the highest (Excellent) level within the next three years.
- `Trading Perspectives`, an innovative mentoring programme for senior managers, continues to operate and has proved to be an experience which generated powerful and valuable insights for participants, and offers a model of development capable of being extended to all staff groups
- Staff Networks established during the previous year – the Young People’s Network and the Race Equality Board (previously SPACE) – continue to function. It is planned to strengthen the links between these networks and the emerging framework for staff engagement across the board, in order that a truly inclusive approach to staff networks can be developed and sustained.

Alongside these developments, an important shift is underway to ensure that equality priorities are clearly derived from and reflected within key corporate priorities and strategies, including *Living Ambition* and the Council’s own Corporate Plan. To support this, a range of actions have been or are currently being progressed including:

- Development of a Single Equality Scheme, which brings together the previous Race, Disability, and Gender Equality Schemes, and reflects the broader definition of equality as set out in the Equalities review and the Equality Bill set to become law early next year. The Single Equality Scheme also supercedes the 6-Point Plan and Performance Framework created last year.
- The creation of equality oversight groups at departmental level. These groups will support the programme management work of DMG, and help departments and their constituent service areas develop a more coherent and localised narrative to support the setting of equality goals
- Completion of a series of conferences aimed at members to help build knowledge and awareness amongst Members around equality, diversity, cohesion, and inclusion, and to enable networking amongst the Member peer groups in sharing best practice. The conferences were attended by well over 50% of the Member cohort, and the key learning points emerging from the conferences will be the subject of follow-up action during the year.
- Execution of ‘Rom4d Celebrations’, a high-profile, 4-week, multi-location event timed to coincide with Black History Month 2008, and designed to showcase Havering’s cultural diversity and the range of talent and know-how resident within the borough because of it
- Completion of a Training Needs Analysis exercise to help pinpoint learning and development priorities from an equality and diversity standpoint, and to supplement priorities expressed in the Council’s workforce strategy. A strategy for delivery against the identified priorities will be agreed during July 2009.
- Creation of a partnership with DisabledGo to create online access guides for residents and visitors to Havering. The guides will provide detailed information on up to 1000 venues in the borough in terms of key ‘watch points’ as regards disabled access, incorporating mobility, sight and hearing impairment, and other dimensions of impairment.

- Delivery of a successful International Women's Day event, organised around themes of inspiration and well being.
- A successful bid to Capital Ambition project to part-fund a three-borough project which aims to shed further light on the sources of disaffection expressed by some of Havering's disadvantaged communities, and to recommend ways in which communications and engagement work might develop in ways which are better at recognising the emotional disconnections that are often present which foster alienation

Looking ahead, a key challenge for the Council is to be better at demonstrating to the wider world the extremely good work that takes place in the area of equality and diversity, often unsung and even unknown to those actually doing the work. This will mean ensuring that we can generate and robust evidence of achievement to demonstrate our progress in the context of the existing regulatory and inspection regimes.

This needs to be supported by a coherent business planning and review cycle which clearly links our knowledge of the different needs of different communities into the actions and priorities expressed in service plans, and feeds the learning gained from delivery into the setting of future goals and targets. The Diversity Standards Unit is in the forefront of the organisation-wide effort required to sustain our efforts in these areas.

Alongside this, our work on community cohesion will continue to develop and take a higher profile. The Diversity Standards Unit, working alongside colleagues from Community Regeneration and others, will play a leading role in developing the local 'story' about cohesion and its relevance and importance in a place like Havering, and in shaping programmes and initiatives to respond to identified needs.

A few examples of initiatives that are taking place throughout the Borough are :

- A successful bid to Sport Unlimited helped three young disabled people to take part in the London Mini Wheelchair Marathon. A team also entered the London Youth Games and athletics for disabled children and young people has been established at Hornchurch Stadium.
- Central Park Leisure Centre has submitted an application to become an IFI accredited leisure facility. The Inclusive Fitness Initiative works with facilities to create appropriate physical access to buildings, provision of fitness equipment that can be used by both disabled and non-disabled people, well-trained staff, and a better means of attracting disabled people to use the facility through inclusive marketing. Management are currently working through an action plan and hope to achieve Level 1 accreditation by the autumn 2009.
- A successful Havering Active (CSPAN) Community Investment Fund (CIF) application has led to employing a 'Sports Co-ordinator' to work to increase participation in PA specifically in areas of deprivation in the north and south of the borough.
- The Arts Service operates a major new partnership with Integrated Youth Services. 'Things To Do & Places to Go' started in September 2008, delivering extensive activities in music, dance, digital media and other cultural activities for young people aged 8-25. The project has specific targets for working with young people who are disabled; from ethnically diverse backgrounds or who are at risk of social and cultural exclusion. Fairkytes Arts Centre also continues to extend its activity programme for disabled children & adults through dance,

**Council, 22 July 2009**

drama and pottery e.g. pottery group for sight-impaired adults; disability dance group.

I remain proud to be the Diversity Champion and will continue to give 100% support to the work that is being delivered in this area.

**Councillor Robby Misir**





**COUNCIL, 22 July 2009**

**7M**

**MEMBER CHAMPION FOR THE HISTORIC ENVIRONMENT - ANNUAL REPORT, 2008/09**

**HAVERING-ATTE-BOWER:** Havering-atte-Bower Conservation Society continues to go from strength to strength. The Society has sought advice from the Council's Streetcare and Conservation staff about street furniture and in particular street lighting in the conservation area. They have fund-raised and secured permission to install a village sign on the green in the centre of the village. The Society successfully re-established "Horsemans Sunday" on the village green in Autumn 2008. Havering Library Service successfully applied to the Mayor of London's "Story of London" project for funding to tell the story of the "Goat Woman" of Havering using a local story teller and researching the life of the woman. Friends of Bedfords Park have undertaken much work to protect and enhance the natural heritage of Bedfords Park, and are also interested in developing a project to restore an ancient well in the park.

**RAINHAM:** The Rainham Village Shopfront scheme has continued to help restore the historic environment of the village this year, with important work done at Rainham Goldmine shop revealing new information about the history of the building, and an architectural report having been produced on this particular restoration. Issues around the Conservation Area and the moated site at Dovers Corner formed one of the reasons for the rejection of a major planning application in the area earlier in 2009. Preliminary discussions have been held with funding bodies over the idea of examining the archaeology and many layers of history in and around Rainham in a community-based project. Havering Council is to fund a community arts event at Rainham Hall this Autumn to continue to increase the access of local people to this National Trust owned property. The Council's Conservation Coordinator spoke to the Church of England Diocesan Advisory Committee about St. Helen and St. Giles Church in March 2009. A commitment to understanding, enhancing, conserving and promoting the significant history of Rainham sits at the heart of the "Rainham Compass" vision for the village, which was launched by the Council recently.

**HORNCHURCH:** The Council continues to work with Friends of Langtons Gardens to interpret and raise awareness of the history of Langtons Gardens and House among the community in Hornchurch, Havering and beyond. The Council dedicated the Langtons Summer Concert this year to the commemoration of the 80th anniversary of the Gardens and House being donated to Hornchurch by the Vargo-Williams and his daughter. A Historic Landscape, Tree and Bird Walk was held in June 2009 as part of the Hornchurch Arts and Heritage Festival, Fairkytes House was open to the public on 20th June as part of the same festival, and there was also traditional Morris Dancing in the gardens of the house on the day. The restoration of Langtons House by the Council has continued, including the Gazebo, stable Block and Orangery. The restoration of the House has been based on a clear understanding of the varied historic fabric of the house and conservation principles. The Council will be improving the setting of the Fairkytes/ Langtons listed building

complex by making improvements to the green next to the Queen's Theatre which enhance the natural environment in a sympathetic way.

**HORNCHURCH COUNTRY PARK:** There were guided tours and activities at this important site for natural and man-made heritage as part of the Hornchurch Arts and Heritage Festival in July 2009. The site contains the former Hornchurch Airfield site, as well as the Saxon boundary of the Manor of Havering at the River Ingrebourne. Detailed designs are now being drawn up for the Visitor and Heritage Centre at Hornchurch Country Park, which will help interpret the important historic and natural heritage aspects of the site. A fund-raising campaign for the project is underway and the Council is working with Essex Wildlife Trust and RAF Hornchurch Association at the site.

**ROMFORD:** The History Group at the Life Skills Centre in Western Road continue to work on researching the histories of the families that lived in the properties in Western Road, Romford, that the Centre now occupies, and has applied for a small grant to Heritage Lottery Fund to further progress this work. The Group has also established a "Victorian Classroom" at the Centre for use by schools and others as an educational resource. This resource was recently used by pupils and staff of Manor Primary School. Governors and staff at Manor Primary School have produced a fine history of the school, prior to its merger with Edwin Lambert School, and held an exhibition in the school using material from the school records from its foundation in 1884 onwards and setting this in a broader social and cultural context. The owners of the Golden Lion public house at the junction of the High Street and North Street have approached the Council to begin working together on the conservation and restoration of this significant building. Friends of Cottons Park organised a historic walk around west Romford in partnership with the Council and Havering Museum Ltd. As part of the restoration of Cottons Park, information about the history of the site has been put on the notice boards welcoming people to it, and the Council has installed sculptures and interpretation in the park to commemorate six people who were killed in the park during an air raid in World War II. Working together with Havering Museum Ltd., Heritage Lottery Fund and other funders, the Council is establishing Havering Museum in Romford. This will be a significant development in the study and promotion of the history of Havering, and will be opened in early 2010. The approach which Havering Council has taken to this project has been praised by the Standing Conference on London Archaeology, in the context of most local authorities taking a much less-enlightened and much more short-sited view of the cultural and social importance of the study of local history at the current time. A conservation-base plan for the regeneration of Romford Market place is being implemented in Summer 2009. As well as helping to promote the businesses of traders, the plan will help to protect and enhance the historic environment of the Market, which is a key part of Romford Conservation Area. A conservation-base regeneration scheme for the High Street and Angel Way (the High Street being another key part of the Romford Conservation Area) is also being developed. Taken together with the work in the Market Place and the interest of the owners of the "Golden Lion" in examining opportunities for the restoration of their building this constitutes a significant advance in the conservation of this important Conservation Area. Signs identifying Romford as a historic market town have been placed at key road entry points to the town and the Council's Streetcare Team has been working with the Council's Conservation and Heritage Team on public realm improvements in the Romford Conservation Area in North Street. A costed master plan is to be developed for the restoration of the Church Yard at St. Edward's Church of England Church in Romford. Romford Market

Festival (Romfest) continues to focus on giving people opportunities to learn about and enjoy local history as part of its remit.

HAROLD HILL: A commitment to understanding the historic environment of Harold Hill has been included in the Harold Hill Ambitions document. Recently conservation advice has been given on the welcome proposal for the development of a Learning Village in Harold Hill in close proximity to a significant moated site at Dagnam Park. The Council's Environmental Strategy Team have been developing proposals to implement the "Sustrans" scheme in Dagnam Park which are both sympathetic to and increase access to the historic environment of this park.

COLLIER ROW: Inspired by the work of Friends of Harold Wood Park, Friends of Lawns Park have contacted the borough's Heritage and Conservation Team to begin to develop their own "community memory" project looking at the history of the park and the memories that local people of all ages have of it. Friends of Havering Country Park continue to work with the Council to protect and promote the historic and natural environment of this significant site. The Council has employed a second ranger at Havering Country Park to help protect, promote and enhance the natural and human heritage of the area.

HAROLD WOOD: Friends of Harold Wood Park have undertaken a very highly thought of community history project, examining and recording local people's memories of the park. This work was reported by the Friends group to the Havering Parks and Green Spaces Forum in Spring 2009, and has inspired others to consider doing the same. Concern continues to be expressed about the relationship of proposals for the development of the former Harold Wood hospital site to the historic environment of the Victorian and Edwardian suburban development associated with the coming of the railway to the area in particular. Harold Wood library continues to offer a focus on local history study materials to local people.

GIDEA PARK: This year marks the 75th anniversary of the 1934 "Modern Homes" exhibition in Gidea Park - a rare example of unabashed Modernism in Havering. Gidea Park and District Civic Society have republished the catalogue of this exhibition to mark the anniversary, and are also planning a small event to mark it in one of a restored 1934 house later this year. The Society itself celebrated its 40th anniversary in 2008 and held a dinner to mark the occasion. The Civic Society has taken advantage of opportunities offered by the Havering Historic Environment Forum to share its experience and expertise on street lighting and street furniture in Conservation Areas with other amenity societies in Havering, and new yellow lines for a car parking scheme in the Conservation Area were recently installed by Streetcare following best practice guidelines for such work in Conservation Areas, following consultation between the Council's Streetcare Team, Conservation staff and the Civic Society. Friends of Raphael Park and Lodge Farm Park continue to work with the Council on improving and promoting Raphael Park - part of which falls within the Gidea Park Conservation Area. The park was originally part of the grounds of Gidea Hall, which was first built in the Middle Ages. The Council, working with Friends of Raphael Park and Lodge Farm Park, has recently been successful in applying to Heritage Lottery Fund for stage one funding for the restoration of this important historic landscape, allowing it to do more work to prepare for a more substantial stage two bid later.

**EMERSON PARK AND ARDLEIGH GREEN:** A new book outlining the history of this area has recently been published by a local historian, and residents from the area have recently begun attending the Havering Historic Environment Forum.

**ELM PARK:** A book examining the history of Elm Park is being produced by the local community as part of the project to rebuild Elm Park library. The rebuilding project is complete, and the book is due to be published later this year. Community groups in Elm Park are beginning to develop ideas as to how to mark the 75th anniversary of the estate in 2010 and it is possible that this could be part of a bigger project to examine the changing nature of the Garden Suburb ideal in Havering - with Elm Park, established as a Garden Suburb in 1935, and the Garden Suburb in Gidea Park marking its centenary in 2011.

**SOUTH HORNCHURCH:** The Council continues to seek to find ways to make progress on the conservation and restoration of Bretons Manor House and the surrounding landscape. Historical features of South Hornchurch were recently included in a focus on the area in the "Living" publication.

**UPMINSTER:** Work continues to progress steadily on the restoration project for Parklands Bridge and Parklands Park in Corbets Tey. Friends of Clockhouse Gardens maintain a strong focus on the study and interpretation of history, as do Friends of Upminster Park. Thatch repairs have been completed by the Council at the barn in Upminster, and local residents continue to make a huge contribution to the preservation and understanding of the history of the area and beyond with their enthusiastic work at Upminster Windmill and at the Barn, organising open days to increase access to these monuments and explaining and researching their history. A historic walk around Upminster was held in June as part of the Hornchurch Arts and Heritage Festival. The Council continues to promote the conservation of the historic bridge at the Grove in Upminster.

**CRANHAM:** Representatives from the Cranham area with a particular interest in Boyd Hall continue to attend Havering Historic Environment Forum. There has been no news recently on plans for the Boyd Hall buildings.

**HISTORY AND HERITAGE STRATEGY:** The Council is re-writing this sub-strategy of the Culture Strategy this year, as the current sub-strategy relating to this area runs out this year. The remit of the new strategy will be wider than that which it replaces, and is attracting much positive interest during the consultation phase on it, which is currently ongoing.

**HERITAGE SUPPLEMENTARY PLANNING DOCUMENT:** This part of the Local Development Framework is currently being written and will contain much research by Conservation staff outlining the historic "grain" of the areas in this borough.

**"LIVING" PUBLICATION:** This publication continues to feature very welcome articles on aspects of local history, Local residents particularly commented on how much they valued these articles at a recent Historic Environment Forum meeting.

**HAVERING HISTORIC ENVIRONMENT FORUM:** This forum continues to be one of the most successful ways in which the local authority engages with local residents, attracting people from Friends of Parks Groups, local amenity societies, interested residents, Council officers, Councillors and other key partners to share information

and make an input into heritage matters. Over the last year the forum has made an input into the development of the History and Heritage Strategy, and been invited to express a view on the Heritage Supplementary Planning Document. It has heard presentations on public realm issues in conservation areas and on work going on in conservation in other boroughs as well as sharing knowledge and information on matters of detail relating to the study of the history of Havering.

**AGE CONCERN HAVERING:** The Council is helping to mark the 60th anniversary of Age Concern Havering by dedicating its main arts events for the borough's older residents to this event this year.

**HAVERING MINI OPEN HOUSE:** Assisted by local societies and interested residents, the Council ran this very successful event again this year, attracting an increased number of people to historic and contemporary buildings in the borough.

**LIST OF LOCAL ANNIVERSARIES:** A forward plan of local anniversaries over the next five years has been drawn up by the Local Studies Librarian working together with the Havering Historic Environment Forum. It is intended that the Council and other interested parties use this list to find suitable ways to mark the anniversaries and gain increased awareness of the complex histories of the communities of this borough.

**STAFF TRAINING:** Staff from relevant departments across the Council have attended training events and conferences organised by Essex County Council, the Institute of Historic Buildings, Heritage of London Trust, English Heritage, Chartered Institute of Building and National Trust over the course of the past year.

### **RECOMMENDATIONS FOR 2009/2010.**

1. Work with local groups and schools to ensure that significant local anniversaries are marked in 2010 - including the 600th anniversary of the building of the first St. Edward's Church in Romford Market Place, the 300th anniversary of the opening of St. Edward's School in the Market Place, and the 75th anniversary of the building of Elm Park.
2. Publish the new History and Heritage Strategy and Heritage SPD.
3. Work with local groups to foster more community-led applications for Heritage Lottery Fund grants.
4. Work alongside Havering Museum Ltd to ensure the success of the new museum for Havering in Romford High Street.
5. Develop effective means of supporting the work of teachers and schools in local history.
6. Continue to develop and showcase Havering Historic Environment Forum as a key way for the Council to work with the local community and to reflect community interest in local history.

**Councillor Andrew Curtin**





**COUNCIL 22 July 2009**

# 7N

## **MEMBER CHAMPION FOR THE OVER 50'S - ANNUAL REPORT, 2008/09**

This has been a very interesting and progressive year for many of the more mature members of Havering.

The annual competitions were well attended and even more people participated. One of the winners of the over 60s Creative Writing was visually impaired and submitted his entry on tape. The over 60s Art Exhibition allowed people to show off their talents to a wide audience as did the over 60s Musician of the Year Competition. Jo Delaney works very hard every year to ensure that these events take place and should be congratulated on her continuous dedication.

Now we have the lottery funding for the Museum many older residents are involved in heritage activities and community projects collecting oral history. That brings me to the Cultural Olympiad where both young and old came together to celebrate both sporting activities and cultural experiences. In the Wykeham Hall, three past Olympic Champions enthralled the audience with their experiences as Olympic participants. One lady had competed in the diving in 1922.

The past year has seen the use of the Freedom Pass on buses and tube trains 24 hours a day courtesy of the new Mayor of London and free swimming at our Sports Centres for the over 60s thanks to additional funding. There are now Adult Gyms in 4 of our Parks and they are welcomed by many of our older residents. The launch of the Carers Card was welcomed by many older people who care for their loved ones and has eased their worry should they themselves become incapacitated. We are now working towards a Central Data Base and Call Hubb.

The past Mayor John Clark entertained the Land Army Girls and the Lumber Jills to afternoon tea and if the photos are anything to go by, everybody had a great time. Memories were exchanged, old friendships renewed and new ones made.

The aim of the Over 50s Forum is to inform and entertain and it must be succeeding as the membership has grown from about 80 to our present membership of 210 in just under a year. A new chairman and Executive Committee has arranged a interesting and varied programme. There has been visits to the Chelsea Hospital with a guided tour by a resident as well as a tour of the House of Commons and each month we have Council Officers explaining various new initiatives such as the Carers Card, the Havering Card and more recently the new procedures for renewing the Freedom Pass. Talks from Works and Pensions Housing Benefit and Liberty Credit Union to name but a few have all kept us informed. A variety of speakers have entertained us and at the last meeting the D.L. Brian Batt had the meeting in fits of laughter as he recounted some of his escapades as a D.L.

A Road Show organised by the Forum in the Liberty, where we were joined by many of our Community Partners, was very successful with visits in excess of 700 members

**Council, 22 July 2009**

of the public. A Joint Mobility Conference arranged with HAD at the YMCA highlighted the problems residents have with Dial a Ride as well as explaining the intricacies of Blue Badge Parking.

The future programme includes a stall of our own at the Havering Show in August, a Garden Party in September and A Special Presentation and talk in October by the Royal British Legion finishing the year with a Christmas Lunch at the YMCA. I would like to thank Cllr Michael White and Cllr Steven Kelly for their help and support over the past few months enabling the Forum to move forward so swiftly.

For the future, we will be working closely with Age Concern and the Libraries on a new initiative to help the recently bereaved and housebound and help to eliminate the isolation of older people that modern living seems to spawn. We are working on a programme to link members of the Forum, especially those with many and varied skills, with local schools in order to improve relationships between the generations.

We will also taking the Forum " on the road" visiting as a many areas of the Borough as possible with the intention of setting up satellite forums throughout Havering enabling more residents to participate and be part of what will be a force to be reckoned with

**Councillor Pam Light**



**COUNCIL 22 July 2009**

**70**

**MEMBER CHAMPION FOR YOUNG PERSONS' - ANNUAL REPORT, 2008/09**

The 2008/09 was the third and final year in which I held the remit as Member Champion for Young People in the Borough. During this time there was much to celebrate. Overall, attainment at all Key Stages in 2008 was above the national average; our combined Children's Services have been judged at the highest level possible – an achievement of which only 10 out of 150 other local authorities can claim. The Borough wide programme of building schools for the future was launched; plans for a new Learning Academy in Harold Hill were announced in March 2009 and most recently, Havering's young people won the London Youth Games.

The Council has identified five key areas in which children and young people in the Borough can be valued for their achievements and contributions and in compiling this report, I would like to highlight some of the ways that this year's events have reflected those aims.

**- Be Healthy**

Young people benefited from many improvements and investments across the Borough. New ball courts for basketball and five a side football were installed in several parks. A new skate park was constructed in Cotton's Park and improvements were made to children's play areas at Upminster, Hylands Lodge Farm Park and Lawn Park.

In July 2008, a group of 10 young people from the Robert Beard Youth House, Hornchurch, undertook a 980 mile trip from Land's End to John O'Groats. The group of 17 to 20-year-olds wanted to raise awareness of the benefits of cycling and staying fit and healthy. They organised the 22-day ride themselves, with support from a youth worker who accompanied them on the cycle ride, sleeping at youth hostels and campsites along the way.

The Council's Surestart programme continued to be rolled out across the Borough, improving services for mothers and young children and promoting health issues and access to advice.

## **-Be Safe**

Initiatives have included theatre workshops about knife crime and alcohol for 13 to 14-year-olds in all secondary schools in the borough.

The London Week of Peace featured schoolchildren writing a promise on good citizenship on a pledge wall in Harold Hill and talks by police officers in Havering schools plus a concert at the Royals Youth Club in Rainham with local band *Understated*.

In November 2008, more than 3,500 young people attended the hard-hitting '**Safe Drive, Stay Alive**' shows at the Queen's Theatre, Hornchurch organised by Havering Council, which aimed to make young motorists, especially new and inexperienced drivers, change their behaviour and attitudes to road safety.

Havering Council put in a successful bid for £28,800 from the Home Office to tackle irresponsible drinking and to keep revellers safe. Around £15,000 of the money will be used to fund theatre performances for year nine and ten pupils, warning against the dangers of alcohol and violent crime. A sum of £5,000 will be used to tackle under age sales of alcohol in the Borough.

A total of 48 primary school pupils aged 10 to 11 spent a year training to be Junior Road Safety Officers. Seventeen of the borough's schools took part in the scheme run jointly by Havering Council's Road Safety Unit with Transport for London.

## **- Enjoy and Achieve**

In August 2008, children across Havering took part in the National Playday. The free four-day play festival involved children aged between five and twelve in locally organised events in Central park, Harold Hill, Upminster Park and Raphael's Park. The Council was awarded a £99,000 grant from the Big Lottery Fund to host this festival for three years.

The Romford Market Cultural Olympiad showcased a range of performances from young people, including the Havering Big Dance, performances by Havering Music School and the Big deal project.

In October 2008, four of Havering's childcare providers were amongst the first in the country to achieve the prestigious Early Years Quality Mark in recognition of the care provided and focus on communication, language and mathematical development is of an excellent standard.

In March 2009, £4.7 million pounds was secured to build a new youth centre in Gooshays to replace the Albermarle Youth House. This will hopefully enable the youth workers to expand the DreamStreet project that gives 6-8 young people the opportunity to train as DJ's or MC's.

Havering's Youth workers continue to provide a range of projects and activities, advice and support. The Youth Support Service was given a significant boost this year by the award of £229,028 from Central Government. The Youth Opportunity and Capital Fund can be used to fund a wide range of projects and young people themselves are being invited to form the Awards Distribution Panel

## **- Make a positive contribution**

There are many ways in which Havering's youth make a positive contribution to the life of the Borough, whether it be through academic achievement, competitions such as Junior Artist or Young Musician of the Year or the many voluntary and uniformed groups that exist. The Council are continually trying to improve the ways in which children and young people influence decisions that affect them and the new initiative of appointing a Mayor's Cadet should foster

## **- Enjoy economic well-being**

In September 2008, nine young apprentices started work experience at Havering Council as part of a new Young Apprentice qualification.

Havering Council is leading the way in the borough by providing placements and hopes that local businesses will take up the apprenticeship challenge as well.

High achieving students were selected from applicants from Bower Park, Royal Liberty, Frances Bardsley and Marshalls Park Schools. The pupils spend one day a week at Council offices learning a range of skills.

The apprentices, aged between 14 and 16, will also spend a day studying at Havering College, leading to a qualification in business and administration, equivalent to four GCSEs, in addition to studying core GCSE subjects at their respective schools.

The Young People's Network is another initiative that has been launched to attract and retain young people in Havering's work force as part of a wider talent management strategy.

I am sure that you will agree that the focus and dedication of our hardworking staff as well as the enthusiasm and commitment of our young people is something to celebrate, and is proof that Havering is building a strong and prosperous future.

Councillor Gary Adams



## GOVERNANCE COMMITTEE

# 8

### **ADULT SOCIAL CARE COMPLAINTS – statutory delegation of authority**

The legislation relating to the handling of complaints relating to Adult Social Care services has recently changed. In the new system, the Council are required to designate certain officers to undertake function related to the management and conduct of complaints' investigations. The Committee, having considered a report on the issue, now **RECOMMENDS** to the Council that, in accordance with the requirements of the Local Authority Social Services and National Health Service Complaints (England) Regulations 2009:

- 1 The Chief Executive be designated as the person responsible for ensuring compliance with the arrangements made under these Regulations, and in particular ensuring that action is taken if necessary in the light of the outcome of a complaint about an Adult Social Care Service**
- 2 The Group Director, Social Care and Learning, be authorised to act on behalf of Chief Executive as the responsible person**
- 3 The Adult Customer Care & Complaints Manager, Adult Social Services, be designated as statutory complaints manager, responsible for managing the procedures for handling and considering complaints about Adult Social Care Services in accordance with the arrangements made under these Regulations**
- 4 That, where the circumstances require the Council to investigate a complaint about an Adult Social Care Service jointly with another local authority or one or more NHS bodies, and in the interests of justice it is preferable for another authority or body to take the lead in that investigation, the Chief Executive (or the Group Director on her behalf) be authorised to designate an officer nominated by that lead authority or body to act as complaints manager in the specific case.**

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## HEALTH OVERVIEW & SCRUTINY COMMITTEE

# 9

### **PAN-LONDON HEALTH OVERVIEW & SCRUTINY COMMITTEE: SCRUTINY OF HEALTHCARE FOR LONDON PROPOSALS ON ACUTE TRAUMA AND STROKE**

The Pan-London Health Joint Overview & Scrutiny Committee (JOSC) has in recent months been scrutinising Healthcare for London proposals on acute trauma and stroke. The Chairman of the Council's Health OSC has represented the Council at most of these meetings, and other Members have substituted for him on occasions.

The JOSC's report has now been submitted to Healthcare for London, whose response is awaited. The JOSC is supportive in broad terms of the proposals but has raised a number of reservations and concerns that it is for the London-wide PCT Committee to respond to. The full report is appended.

In particular, concerns are raised about the lack of clarity around stroke services in North East London (NEL). While it has been established that full stroke services will be operating from Queen's Hospital, the lack of certainty about services at other hospitals in the NEL sub-region means there is simply no idea how much extra work Queen's may have to take on from neighbouring boroughs. This is an issue that will no doubt be returned to once scrutiny of the latest Health for North East London proposals start shortly.

The JOSC report is brought to the Council's attention in order both to make Members aware of the issues and to seek the Council's endorsement of the conclusions reached by the JOSC.

### **RECOMMENDATIONS**

1. That the Council notes the work undertaken by the Pan-London Committee as shown by the Committee's conclusions and recommendations in the Appendix.
2. That the Council endorses those conclusions and recommendations.

**Joint Health Overview & Scrutiny  
Committee (JHOSC)  
to review  
Consultation proposals from  
'Healthcare for London':  
*"The Shape of Things to Come -  
Developing New, High-quality  
Major Trauma and Stroke Services  
for London"***



**A joint authority health scrutiny committee  
comprising all of the London Boroughs and Essex  
County Council**

**Final report of the Committee  
June 2009**

**Joint Health Overview and Scrutiny Committee to review  
Consultation proposals from 'Healthcare for London':  
*"The Shape of Things to Come - Developing New, High-quality  
Major Trauma and Stroke Services for London"***

## **Final report of the Committee**

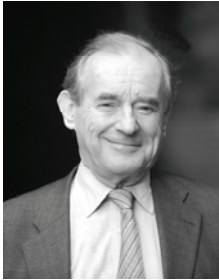
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N.B. Written submissions to the JHOSC and minutes of the 'Witness' meetings are available in a separate volume.



## **JOINT FOREWORD FROM THE CHAIRMAN AND VICE-CHAIRMAN**



*In 2007/08 for the first time all the London Boroughs came together with a Joint Health Overview and Scrutiny Committee (JHOSC) to consider the implications of Lord Darzi's proposals for improving health services in London.*

*Whilst those proposals were broadly welcomed by the first JHOSC, they were, at that stage, broad principles for the future. Now the NHS has come forward with detailed proposals concerning major trauma and stroke provision. A second JHOSC, comprising all London Boroughs and Essex County Council was formed to consider these proposals.*

*It is imperative that London is able to ensure that all its residents, over 7 million, are able to enjoy the best treatment available, wherever they live.*

*Scrutiny of these detailed proposals was always going to be a very different exercise from consideration of the general principles. However we have held six lengthy meetings over three months to hear from a range of witnesses and feel we are in a strong position to give our assessment of the plans for stroke and major trauma services in the capital.*

*While we all agree the direction of travel, it is perhaps not surprising that implementation and change raises some difficult issues, particularly for some London Boroughs. We recognise and appreciate these, but the JHOSC has tried at all times to provide a genuine pan-London response to the consultation exercise. Individual London Boroughs with their own local concerns for residents have made their own additional and specific responses.*



*Of course, having heard so much evidence, we do have questions and concerns. No democratic consultation can avoid these, and we have expressed them.*

*We believe that we have delivered a joint response which is thoughtful and, if critical in parts, is constructively critical.*

*At all times during our deliberations we have been guided by a genuine desire to seek what is best for London and we have not held our deliberations in a confrontational party political atmosphere. The JHOSC came together for the benefit of all the residents of London and neighbouring areas.*

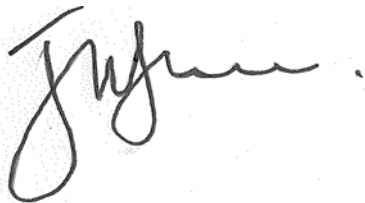
*We have enjoyed the co-operation of NHS Trusts and Healthcare for London who have always sought to work with us, recognising our role as an essential part in the democratic consultation process.*

*This report would not have been possible without the commitment and hard work of officers from six London Boroughs, who have worked together as a team to provide exemplary administrative support to all our meetings.*

*We commend our report to all Londoners.*

A handwritten signature in black ink, appearing to read 'Chris Buckmaster', with a large loop at the start and a horizontal stroke at the end.

**Cllr Christopher Buckmaster** (Chairman)

A handwritten signature in black ink, appearing to read 'Jonathan McShane', with a large loop at the start and a horizontal stroke at the end.

**Cllr Jonathan McShane** (Vice-Chairman)

## BACKGROUND

This report presents the formal response of the Joint Health Overview and Scrutiny Committee (JHOSC) established to consider “*The shape of things to come*”, the consultation on developing high-quality major trauma and stroke services in London, undertaken by the Joint Committee of Primary Care Trusts (JCPCT) between January and May 2009.

The JHOSC was established under regulations governing joint authority health scrutiny, and comprised representatives from all of the London local authorities, as shown below:

Barking and Dagenham	Cllr Marie West
Barnet	Cllr Sachin Rajput
Bexley	Cllr David Hurt ( <i>to 13 May 2009</i> ) Cllr Ross Downing ( <i>from 13 May 2009</i> )
Brent	Cllr Chris Leaman
Bromley	Cllr Carole Hubbard
Camden	Cllr John Bryant
City of London	Cllr Ken Ayers
Croydon	Cllr Graham Bass
Ealing	Cllr Greg Stafford
Enfield	Cllr Anne-Marie Pearce
Greenwich	Cllr Janet Gillman
Hackney	Cllr Jonathan McShane
Hammersmith & Fulham	Cllr Peter Tobias
Haringey	Cllr Gideon Bull
Harrow	Cllr Vina Mithani
Havering	Cllr Ted Eden
Hillingdon	Cllr Mary O'Connor
Hounslow	Cllr Jon Hardy
Islington	Cllr Paul Convery ( <i>to 14 May 2009</i> ) Cllr Martin Klute ( <i>from 14 May 2009</i> )
Kensington and Chelsea	Cllr Christopher Buckmaster
Kingston upon Thames	Cllr Don Jordan
Lambeth	Cllr Helen O'Malley
Lewisham	Cllr Sylvia Scott
Merton	Cllr Gilli Lewis-Lavender
Newham	Cllr Winston Vaughan
Redbridge	Cllr Allan Burgess ( <i>to 5 February 2009</i> ) Cllr Ralph Scott ( <i>from 5 February 2009</i> )
Richmond upon Thames	Cllr Nicola Urquhart
Southwark	Cllr Adedokun Lasaki
Sutton	Cllr Stuart Gordon-Bullock
Tower Hamlets	Cllr Lutfu Begum
Waltham Forest	Cllr Richard Sweden
Wandsworth	Cllr Ian Hart
Westminster	Cllr Susie Burbridge

The local authorities that provide social services in the Strategic Health Authorities neighbouring London were also invited to participate in the JHOSC. This reflected an invitation from the NHS for the PCTs in these areas to participate in the JCPCT. There was one appointment to the JHOSC:

- Essex County Council - Cllr Chris Pond.

The JHOSC held its first formal meeting on 4 February 2009. The meeting appointed the Chairman and Vice-Chairman from different political parties, and agreed the following terms of reference:

1. *To consider and respond to proposals set out in 'Shaping Health Services Together - Consultation on developing new, high-quality major trauma and stroke services in London' ("the consultation proposals"), with reference to any related impact assessments or other documents issued by or on behalf of 'Healthcare for London' in connection with the consultation;*
2. *To consider whether the consultation proposals are in the interests of the health of local people and will deliver better healthcare for the people of London and people travelling across the Greater London Authority (GLA) boundary, having due regard to cross-border issues;*
3. *To consider the 'Healthcare for London' consultation arrangements for the consultation proposals - including the formulation of options for change, and whether the formal consultation process is inclusive and comprehensive.*

\*\*\*\*\*

### **Report format**

The principal part of the report is formed of the JHOSC's **Conclusions and Recommendations**. This contains a section of *General Comments*, followed by sections on *Stroke* and then *Major Trauma*.

**An Appendix** contains a list of witnesses; a list of written submissions received; and a glossary.

**A supplementary report** (available separately to the main report) contains minutes of the 'witness' meetings, and the written submissions received.

### **Acknowledgements**

The JHOSC would like to thank all of the witnesses who gave up their time to attend our meetings; the stakeholders and London Boroughs who submitted written evidence; the officers who provided advice and support; and the Boroughs that kindly hosted and provided hospitality for our meetings.

\*\*\*\*\*

## 1.0 CONCLUSIONS AND RECOMMENDATIONS

### Introduction

1.1 The JHOSC welcomes the opportunity to comment on the proposals in the consultation paper. The extension of time for the submission of our comments beyond the public consultation period is appreciated.

1.2 We consider that the criteria used to develop the proposals (sustainable and optimal quality; comprehensive coverage of the London population; and strategic coherence -‘best fit’) are fundamentally sound.

1.3 Having taken evidence from a wide range of informed bodies, we are able to support the direction of travel underlying the consultation paper: speedy access to 24/7 specialist care provided from a number of centres across London. The evidence we have heard over several months has demonstrated clearly that the proposed model is superior to the combined ‘daytime/out-of-hours’ model of delivering specialist care which the previous ‘Healthcare for London’ JHOSC favoured on the basis of information available at the time.

1.4 We welcome the greater emphasis now being given to stroke, which is the second highest cause of death and the most common cause of adult disability in London.

1.5 If the implementation of the proposed changes is managed well, and continued funding allows high-quality standards to be achieved and maintained, we would expect to see an end to the ‘postcode lottery’ of healthcare in relation to stroke and major trauma services in London that has existed for far too long.

1.6 The JHOSC is composed of democratically elected councillors who are in close touch with the views and wishes of people living in the local areas they represent. Its membership is drawn predominantly from councils' health scrutiny committees, and the JHOSC therefore represents a body of opinion with considerable experience of health matters. Additionally, a number of our members have had direct experience of working in the health service in various capacities. We have also taken evidence from clinicians and had the opportunity to ask searching questions about many areas of concern. However, we have taken the view that, as a body, we would not wish to in effect pass a clinical judgement on whether individual hospitals are equipped to deliver a particular service under the proposals. For this reason, we have generally refrained from referring to particular hospital trusts. We have tried to take a pan-London approach, and have left the London Boroughs individually to make their specific responses in relation to local concerns (see *supplementary report*).

1.7 It is probably fair to say that we started out with a considerable degree of scepticism at the proposed patient transfer times from scene to specialist

centre (30 minutes for stroke; 45 minutes for major trauma). However, when we heard from the London Ambulance Service, it was quite clear that their confidence in achieving these maximum travel times was very strong. On the relatively few occasions when these travel times might be exceeded, this must not fundamentally mitigate the overall benefit of transferring a patient directly to a centre which is able to offer expert clinical care.

## **2.0 RECOMMENDATIONS OF THIS JHOSC**

For ease of reference, the recommendations that appear later in the main body of the report are set out below:

### **GENERAL**

#### **Implementation phase**

**1a) That a detailed action plan is drawn up which sets out effective measures for ensuring that the mutually supportive arrangements envisaged in the new networks are achieved;**

**1b) That the action plan includes contingency provisions covering steps that would need to be taken if the envisaged collaborative arrangements fail.**

**2. That the action plan sets out clearly how the specialist centres will assist other centres during the transitional period, and identifies the resource implications involved.**

**3. That the JCPCT undertakes a risk analysis of the stroke services to be relied upon during the transitional period, in order to demonstrate clearly how services will be maintained.**

#### **Staff recruitment and training**

**4a) That the JCPCT ensures that Hospital Trusts and PCTs prioritise recruitment, with a timetable to ensure delivery of appropriate staff;**

**4b) That the JCPCT identifies what action it will take to address any shortfall in the numbers of specialist staff, including the reliance that will be placed on the use of agency staff in order to fill the number of places required;**

**4c) That the JCPCT reports back to this JHOSC by October 2009 on progress being made to recruit staff for the new stroke and trauma networks.**

**5. That NHS London engages immediately with higher education bodies and the Royal College of Nursing and the Allied Health Professionals Federation, in order to agree the training necessary for**

*specialist stroke staff, so that this training can be provided without delay.*

*6. That flexible working arrangements are explored, allowing opportunities for staff rotation within, and between, networks.*

### **Resourcing**

*7. That suitable investment is made in all aspects of care, including rehabilitation and prevention, in order that the benefits to acute-end care can be maximised.*

*8. That implementation of future plans flowing from “Healthcare for London: A Framework for Action” require that detailed financial appraisals from Trusts are included in their bids.*

### **Prevention**

*9. That NHS London develops a long-term strategy to promote healthy, sensible lifestyles, including an emphasis on stroke prevention, and factors related to the cause of major trauma injuries, particularly among the young.*

### **Rehabilitation**

*10a) That future consultations by the JCPCT address the whole care pathway more thoroughly, rather than concentrating predominantly on a particular element, such as acute care;*

*10b) That local services to support the new high-quality stroke and major trauma services are in place and operating effectively before any changes or closures of existing units are made.*

*11. That the Association of Directors of Adult Social Services (ADASS) and London Councils - as well as London local authorities and social services authorities bordering London - need to be engaged more fully in developing plans for a seamless care pathway.*

*12. That the JCPCT undertakes an audit of rehabilitative stroke and trauma services across London, with a view to determining:*

*a) those PCTs which need to invest more in rehabilitation, and their capacity to fund this further investment;*

*b) the capacity of PCTs to put in place follow-up teams needed at Stroke Units and Trauma Centres to take responsibility for ensuring that once a patient is discharged, they do not 'fall through the care net';*

*c) how the JCPCT will ensure that all PCTs are in a position to ensure consistency of access to rehabilitative care across London.*

**13a) That there should be an early involvement of hospital social work teams in planning longer-term care pathways following front-end clinical treatment;**

**13b) That an assessment of joint financial incentives is undertaken, in order to allow more co-ordinated investment in enhanced community-based resources to be achieved.**

#### **Hospital transfers**

**14a) That clear clinical and administrative protocols for the transfer of patients are agreed with all relevant service providers, and established before the new systems go 'live';**

**14b) That systems should be put in place for monitoring transfer arrangements, to allow early corrective action to be taken where necessary.**

#### **Travel arrangements**

**15. That every specialist centre draws up a hospital travel plan, in liaison with Transport for London and the relevant local authority(ies). This should include provision of clear travel information; car parking charging arrangements which do not disadvantage those arriving in haste; and identify a Board-level 'travel champion'.**

#### **Cross-border co-ordination**

**16a) That visitor journey times to the new specialist centres for areas up to ten miles outside the Greater London Authority border be modelled, so that the implications can be taken into account in planning visitor journey times;**

**16b) That the JCPCT ensures that PCTs and Ambulance Services serving areas adjacent to London's borders are fully involved in forward planning for the new arrangements;**

**16c) That joint working 'across the borders' is undertaken to produce transfer protocols which will provide clarity to Ambulance Services and hospitals.**

#### **N.E. London**

**17. That on future pan-London proposals, the JCPCT ensures that the intention to provide improved healthcare at the earliest opportunity is not compromised by public consultation which is partially limited by timescale considerations.**



### **Communication with the public**

**18a) That, with future proposals, the JCPCT produces information for the general public which explains in more simple terms from a patient perspective, the impact of the proposed changes in healthcare;**

**18b) That, at the earliest appropriate point after admission, patients should have explained to them, in simple terms, their care pathway: from specialist centre, to local unit for rehabilitation, and a return to community care. A leaflet containing basic information would be helpful.**

### **Health Impact Assessments**

**19a) That, given the higher incidence of stroke among some BME groups, there should be access to an interpreter at a HASU, to explain the next steps in a patient's pathway, and to answer questions or concerns;**

**19b) That the conclusions and recommendations from phase 2 of the Health Impact Assessment (HIA) consultants' study (which will focus on BME groups) are provided to the JHOSC for comment as soon as they are available.**

**20. That further consultations by the JCPCT ensure that the full results of HIAs are made available to the public and a London-wide JHOSC before the end of the public consultation period, to allow consultation responses to be suitably informed.**

### **Monitoring and Evaluation**

**21a) That the JCPCT ensures that robust arrangements for data collection and analysis are in place by April 2010;**

**21b) That the proposed changes are monitored closely, in order to identify the impact on specialist service provision, patient experience, and to ensure that other services provided by the specialist centres have not experienced an adverse impact. We would expect a review report on the findings to be published 12 months after implementation in April 2010;**

**21c) That the JCPCT monitors the impact of the new arrangements on the movement of staff to the specialist units from other hospitals, to ensure that there is no negative impact upon the latter;**

**21d) That the JCPCT addresses a further meeting of the JHOSC in Autumn 2009, to share its plans for implementation, developed following the conclusion of the consultation phase.**

## **STROKE**

### **General**

**22a) That the immediate eight HASUs should be seen as the minimum number, and the JCPT should be prepared regularly to review this number and to increase the number if demand justifies it;**

**22b) That planning for patient numbers at HASUs takes account of the likely significant percentage of non-stroke admissions, and patients arriving by means other than blue-light ambulance;**

**22c) That no existing centres of stroke specialist care should cease functioning until the new model of provision is fully operational and adjudged to be delivering to the high standards anticipated under the consultation proposals. Where removal or reduction of services is proposed, the local PCT must liaise with the local health scrutiny committee, to ensure that the views of residents are taken into account.**

**23a) That the JCPCT explains how it will ensure that adequate clinical capacity will be achieved during the initial period of development;**

**23b) That the JCPCT ensures that effective monitoring arrangements are in place which will allow a re-assessment to be made, if necessary, of the optimum number of HASUs for London's population, and whether the designated HASUs are the best providers possible.**

**24. That the JCPCT investigates the potentially important role that telemedicine can play in helping to provide a cutting-edge 24/7 stroke service across the capital, and advises the JHOSC of the outcome of this work.**

### **Increasing the public's awareness of stroke**

**25a) That the JCPCT calls on the Government to build upon the initial success of the 'FAST' campaign, in order that its key messages are reinforced and translated into better stroke outcomes;**

**25b) That the JCPCT undertakes a London-wide public awareness campaign to refresh the 'FAST' message after a suitable period. This should also address lifestyle factors which can lead to stroke, and what to do to lessen the chance of a stroke;**

**25c) That appropriate information about strokes be made widely available at health service centres throughout London, on health service websites, and at other locations (e.g. libraries, supermarkets). This literature must include a focus on TIAs;**

**25d) That the JCPCT takes steps to ensure that GPs receive good training in stroke recognition, including TIAs;**

**25e) That there should be a maximum referral time target of 24 hours from identifying a TIA to access to a specialist.**

### **Prevention**

**26a) That there should be an increased provision of 'plain English' advice aimed at promoting a better understanding of the personal health factors (e.g. smoking, lack of exercise, eating too much of the 'wrong' sort of foods) which may contribute to a greater likelihood of a stroke;**

**26b) That greater joint working take place between PCTs and local authorities around the promotion of healthy lifestyles.**

### **Developmental needs**

**27a) That the need for prompt action to improve services must not be at the cost of compromising the standard of services during the transitional period. There must be a suitable degree of flexibility in the introduction of HASUs, with a continuing role during the transitional period for other hospitals which have demonstrated a high standard of stroke care;**

**27b) That the JCPCT makes its development plans available, so that the details of the "very significant development needs" can be clarified. Clarification is also sought as to whether the necessary funding to address these needs forms part of the additional £23 million per year referred to in the consultation paper.**

### **Transfers from HASU**

**28a) That provision in HASUs allows for the percentage of patients who need to remain longer than the 72-hour period referred to in the consultation paper, as well as those patients admitted as a result of incorrect diagnosis. Pressure on bed space must not lead to premature transfers, nor should beds dedicated for transferred stroke patients be allocated to general patients, thus making transfers to the most appropriate hospital more difficult;**

**28b) That protocols set out clearly the arrangements for patient transfer, and include adequate provision for dedicated beds and specialist stroke teams for patients in Stroke Units.**

### **Children and Young People**

**29a) That Stroke Units address the particular rehabilitation needs of children and younger people, and ensure a continuity of care beyond discharge.**

**29b) That future consultations from Healthcare for London adequately address the proposals' implications for children and younger people.**

## **MAJOR TRAUMA**

### **General**

**30. That the capacity of the Royal London Hospital to build on its present role as London's primary MTC under the consultation proposals is monitored, particularly within the initial period before the fourth MTC becomes fully operational.**

**31. That the JCPCT advises the JHOSC as to how it will ensure that designated MTCs maintain a good level of care to all patients, and do not compromise patient care by the sudden demands of a major trauma incident. We expect the JCPCT to address this in its evaluation of the implementation phase.**

**32. That MTCs draw up plans in co-operation with Trauma Centres to establish agreed assessment criteria and protocols which will set standards of quality care throughout the patient pathway.**

### **N.W. London**

**33a) That the JCPCT make immediate arrangements to place in the public domain details of the criteria, methodology and weighting used in the assessment process for the fourth MTC;**

**33b) That a public commitment for the fourth MTC is made by the JCPCT, so that in the event of any future reductions in funding to the NHS, the fourth centre is not 'sacrificed';**

**33c) That the fourth MTC becomes operational as soon after April 2010 as feasible.**

**34. That local authorities serving N.W. London are consulted at an early stage on the proposals for a transition plan.**

### **Skilled diagnostic care**

**35. That adequate resources are available on a continuing basis to ensure that training in the best triage methods is offered by paramedics at scene.**

**36. That diagnostic expertise is retained at DGHs, to allow the rapid transfer of a patient to a MTC, should that be necessary. Clear systems covering cases for onward transfer will need to be put in place.**

**37. That, as part of achieving high-quality rehabilitation after the initial principal clinical intervention, staff on wards should possess relevant neuro-training.**

**38. That the London Trauma Office monitor the recruitment and training of staff across the networks, to ensure that adequate numbers of suitably trained staff are available by April 2010.**

**39. That specialised neuro-rehabilitation services are linked into the work of the Trauma networks. We would like to see all - and not just some - PCTs provide multi-specialist rehabilitation.**

### **3.0 GENERAL COMMENTS**

#### **(a) A smooth transition**

3.1 The timetable for implementation of the proposals by April 2010 is a challenging one. It will be critically important to ensure that the transition period is managed well, and that the service to patients does not suffer. This is particularly important for stroke services, given the length of the transition period envisaged in the consultation paper.

3.2 The emphasis in that part of the consultation paper addressing stroke is on patients in critical need of acute treatment. This is important, but patients suffering from mini-strokes or transient ischaemic attacks (TIAs), appear to have been given less consideration.

3.3 We also comment later in some detail on the lack of a substantive focus on rehabilitation, which we find most regrettable. Good rehabilitation is absolutely essential to recovery, both for stroke and major trauma patients.

#### **(b) Implementation timescale**

3.4 There are a number of factors which make the April 2010 implementation date a challenging one.

##### **i) Development needs**

3.5 Some of the designated centres are recognised in the consultation paper to have "very significant development needs" if they are to attain the standards required. The proposals place considerable emphasis on those hospitals with particularly complex needs being supported by those with stronger services. In some cases, direct involvement in providing services could be required. The JCPT is "expecting collaboration" between centres which are close to one another. The success of the proposals will clearly be dependant on effective partnership working within networks.

***We recommend:***

**1a) that a detailed action plan is drawn up which sets out effective measures for ensuring that mutually supportive arrangements will be achieved;**

**1b) that the action plan includes contingency provisions covering steps that would need to be taken if the envisaged collaborative arrangements fail.**

3.6 We would expect that the pressure on certain centres which are required to support other centres in their network – at the same time as developing their own specialist role - will be significant during the transitional phase. We note that the consultation paper itself acknowledges this point. The substantial increase in staff (in the case of stroke) will entail significant recruitment, teaching and training requirements.

**2. We recommend that the action plan (referred to above) sets out clearly how the specialist centres will assist other centres during the transitional period, and identifies the resource implications involved.**

3.7 There is also the proposal that some hospitals that failed to achieve specialist stroke centre status “play a significant role in transitional arrangements”. This would involve partnership working with designated hyper-acute stroke units (HASUs) and the provision of support for service development across London. We are concerned that the interim role of hospitals that were unsuccessful in their bids for specialist centre status may not prove realistic in practice.

3.8 We are aware that at least one of the hospitals that has not been designated under the proposals (Guy's and St Thomas'), has expressed reservations that implementing the proposals for eight HASUs may not be possible without causing a significant deterioration of clinical services in the short to medium term.

**3. We recommend that the JCPCT undertakes a risk analysis of the stroke services to be relied upon during the transitional period, in order to demonstrate clearly how services will be maintained.**

ii) Staff recruitment and training

3.9 The consultation paper recognises that a considerable number of suitably trained additional staff will be required – 200 additional therapists, and nearly 600 additional stroke nurses. However, it is unclear on what basis these figures have been derived, given that a detailed review of the stroke workforce is underway. Given that stroke is not generally regarded as an attractive specialism by nurses, achieving this level may well prove challenging.

3.10 The British Association of Occupational Therapists (BAOT) and the College of Occupational Therapists (COT) in their written evidence (*see Part B*) have drawn attention to the current low levels of therapy received by

stroke patients, emphasising that this shortfall in provision needs to be addressed, as well as the need for an appropriate level of additional staffing. Currently, we understand from the COT that there are severe difficulties reported in recruiting to the more senior therapist positions in London. We share these views. Building up expertise in stroke rehabilitation will take time and will require the presence of suitably experienced senior staff, to provide 'on the job' supervision, training and mentoring.

3.11 Achieving consistency in staffing levels across London is important, in order to ensure that the quality of stroke services does not vary. It would be sensible for the JCPCT to seek advice from the Royal College of Nursing (RCN) and the Allied Health Professionals Federation on staffing numbers required at designated stroke centres.

3.12 We note that until the designation process is complete, Trusts are not expected to commence recruitment of additional staff. However, we believe that Trusts should already be starting preparatory work, to allow them to launch recruitment campaigns as soon as the designation process is complete.

***We recommend:***

***4a) that the JCPCT ensures that Hospital Trusts and PCTs prioritise recruitment, with a timetable to ensure delivery of appropriate staff;***

***4b) that the JCPCT identifies what action it will take to address any shortfall in the numbers of specialist staff, including the reliance that will be placed on the use of agency staff in order to fill the number of places required;***

***4c) that the JCPCT reports back to this JHOSC by October 2009 on progress being made to recruit staff for the new stroke and major trauma networks.***

3.13 Presently, there is no nationally recognised stroke training for specialist stroke staff. However, if implementation by April 2010 is to be achieved, it is imperative that suitable training is available.

***5. We recommend that NHS London engages immediately with higher education bodies and the RCN and the Allied Health Professionals Federation, in order to agree the training necessary for specialist stroke staff, so that this training can be provided without delay.***

3.14 There is a danger that the specialist units may have a magnet effect, drawing the more experienced and better trained staff away from other hospitals.

***6. We recommend that flexible working arrangements are explored, allowing opportunities for staff rotation within, and between, networks.***

### **(c) Resourcing**

3.15 An adequate level of resources is essential if specialist services which match or surpass the best examples of international practice are to be achieved and maintained. The financial climate has changed fundamentally since Prof. Lord Darzi's report, *"Healthcare for London: A Framework for Action"*, was published in July 2007.

3.16 We note that the additional sums referred to in the consultation paper (£23 million per annum for stroke; £9 - 12 million per annum for major trauma) cover the acute end of care improvements, and do not include provision for rehabilitation. No additional provision has been identified for non-specialist units.

3.17 It is unclear whether these sums will be adequate to address all aspects of implementation, allowing for unforeseen circumstances, and possible areas of additional expenditure. Under-funding of the proposals could serve seriously to undermine Healthcare for London's aspirations to achieve world-class specialist care.

3.18 London Ambulance Service will need additional funding to enable it to prepare for its enhanced role under the proposals (e.g. additional ambulance journeys, more staff, and training). The need for additional and longer journeys must not impact negatively upon the service provided to other emergency patients.

***7. We recommend that suitable investment is made in all aspects of care, including rehabilitation and prevention, in order that the benefits of improvements to acute-end care can be maximised.***

3.19 Some Trusts have voiced concerns that detailed financial appraisals were not sought in the assessment of bids for specialist centre status. If this is indeed the case, it is somewhat surprising given the scale of the proposals. Trusts which were unsuccessful in their bids are likely to feel that a thorough assessment of their case could not have been achieved without a detailed financial analysis.

***8. We recommend that implementation of future plans flowing from "Healthcare for London: A Framework for Action" require that detailed financial appraisals from Trusts are included in their bids.***

### **(d) Prevention**

3.20 The focus of the consultation proposals is heavily upon achieving clinical outcomes, with a lesser emphasis upon rehabilitation and longer-term care. However, the evidence we have heard has served to underline the crucial role of prevention in the broader healthcare context.

3.21 Increasing the public's awareness of healthy lifestyles (in the case of stroke) and tackling the root causes of reckless behaviour, particularly



among younger men (in the case of major trauma) is crucial. The benefits to society, individuals, and in terms of long-term cost-effectiveness, cannot be over-emphasised.

3.22 Evidence shows that time devoted to helping people re-assess their lifestyles after a first stroke, is effective and helps reduce the risk of a subsequent, possibly fatal stroke.

***9. We recommend that NHS London develops a long-term strategy to promote healthy, sensible lifestyles, including an emphasis on stroke prevention, and factors related to the cause of major trauma injuries, particularly among the young.***

#### **(e) Rehabilitation**

3.23 We understand that the immediate treatment phase was intended to be the focus of the consultation paper, and we note that the additional sums referred to in the consultation paper do not include provision for rehabilitation and long-term care.

3.24 Given the significance of rehabilitation throughout the care pathway - in the case of both major trauma and stroke - in terms of benefiting a patient's recovery, we regret that it was not given far greater emphasis in the consultation proposals.

3.25 The role of longer-term care and support beyond the initial principal clinical intervention is clearly a critical one. Once a patient has had the initial clinical treatment, recovery in a ward where nursing and auxiliary staff (e.g. therapists) are suitably trained (in relation to stroke, or major trauma) is needed.

3.26 In the case of stroke, the consultation proposals concentrate on immediate clinical treatment. However, initial rehabilitative care - in the form of occupational therapy - has an important role to play in the acute phase of treatment within the first 48 hours. There is insufficient emphasis on the necessary after-care following transfer from a HASU to a local hospital, and then discharge into the community.

3.27 We therefore consider the omission of substantive comments on rehabilitation to be a serious one, in terms of developing an effective model of care. We would have expected to have seen the role of rehabilitation, including the role of intermediate care, developed as an integral part of the consultation proposals.

***We recommend:***

***10a) that future consultations by the JCPCT address the whole care pathway more thoroughly, rather than concentrating predominantly on a particular element, such as acute care;***

**10b) that local services to support the new high-quality stroke and major trauma services are in place and operating effectively before any changes or closures of existing units are made.**

3.28 Effective integration of Health and Social Care services is essential. A joined-up multi-disciplinary approach is required, in order that the transition from hospital to community is managed well, and the right care is provided for the individual concerned on a continuing basis. The provision of good-quality information about continuing care is needed. Support for local day centres, or 'Stroke Clubs', which provide valuable support for the longer-term needs of discharged patients, is to be encouraged.

**11. We recommend that the Association of Directors of Adult Social Services (ADASS) and London Councils - as well as London local authorities and social services authorities bordering London - need to be engaged more fully in developing plans for a seamless care pathway.**

3.29 The JHOSC notes that the consultation paper states, "Some PCTs may need to invest more in rehabilitation". This recognition is to be welcomed, and we look forward to this increased investment being made. A similar need exists to fund the social services of local authorities if rehabilitation is to be successful. The care pathway extends through critical care, ongoing hospital care and support in the community.

**12. We recommend that the JCPCT undertakes an audit of rehabilitative stroke and trauma services across London, with a view to determining:**

**a) those PCTs which need to invest more in rehabilitation, and their capacity to fund this further investment;**

**b) the capacity of PCTs to put in place follow-up teams needed at Stroke Units and Trauma Centres to take responsibility for ensuring that once a patient is discharged, they do not 'fall through the care net';**

**c) how the JCPCT will ensure that all PCTs are in a position to ensure consistency of access to rehabilitative care across London.**

3.30 We note that the JCPCT's response (July 2007) to the former JHOSC's recommendations on health and social care matters stated that "We are keen to explore relevant approaches such as integrated planning, joint commissioning and pooled budgets".

**We recommend:**

**13a) that there should be an early involvement of hospital social work teams in planning longer-term care pathways following front-end clinical treatment;**

***13b) that an assessment of joint financial incentives is undertaken, in order to allow more co-ordinated investment in enhanced community-based resources to be achieved .***

**(f) Hospital transfers**

3.31 Traditionally, transfers between hospitals (and from hospital to community-based care) have not been an area of strength, with management and administrative arrangements failing to deliver as intended. This can result in distress to the patient (and their relatives, friends and carers), and can adversely affect recovery.

3.32 It is important that the proposed new arrangements for transfer from specialist centres to District General Hospitals (DGHs), and from DGH to community, operate smoothly from inception. Patients need to be transferred at the clinically correct time, and robust protocols will need to be in place to ensure smooth transfers between hospitals, and an adequate bed base to cope with demand. Patients and their carers should have arrangements explained clearly to them.

***14. We recommend:***

***a) that clear clinical and administrative protocols for the transfer of patients are agreed with all relevant service providers, and established before the new systems go 'live';***

***b) that systems should be put in place for monitoring transfer arrangements, to allow early corrective action to be taken where necessary.***

**(g) Travel arrangements**

3.33 One impact of the proposals will be that relatives, friends and carers will have to travel greater distances to a hospital destination that they may well be unfamiliar with, rather than travel to their local DGH. Although we recognise that the number of journeys may well be small (given the generally short period of patient stay for the initial specialised treatment), this factor needs to be taken into account.

***15. We recommend that every specialist centre draws up a hospital travel plan, in liaison with Transport for London and the relevant local authority(ies). This should include provision of clear travel information; car parking charging arrangements which do not disadvantage those arriving in haste; and identify a Board-level 'travel champion'.***

**(h) Cross-border co-ordination**

3.34 The consultation paper recognises that London's health services do not operate in geographical isolation. This has been a theme which the JHOSC has returned to throughout its deliberations.

3.35 It is essential that the new arrangements to deliver better care for stroke and major trauma patients take account of the population catchments of those areas just outside London's boundaries. The responses of some witnesses were not as encouraging on this critical point as we would have hoped.

3.36 We were pleased to receive evidence from Transport for London and London TravelWatch that modelling had been undertaken on visitor journey times to the new specialist centres, with satisfactory results. However, it has to be recognised that these units will also serve areas beyond the GLA boundary.

***We recommend:***

***16a) that visitor journey times to the new specialist centres for areas up to ten miles outside the Greater London Authority border be modelled, so that the implications can be taken into account in planning visitor journey times;***

***16b) that the JCPCT ensures that PCTs and Ambulance Services serving areas adjacent to London's borders are fully involved in forward planning for the new arrangements;***

***16c) that joint working 'across the borders' is undertaken to produce transfer protocols which will provide clarity to Ambulance Services and hospitals.***

**(i) N.E. London**

3.37 It is regrettable that a major public consultation on restructuring services across London should have been initiated without including comprehensive recommendations on stroke for N.E. London.

3.38 In the circumstances, the JHOSC has been unable to take full account of the concerns of all its constituent members in relation to one area of London. Our scrutiny exercise in that respect is therefore incomplete, as the recommendations from Healthcare for London are not comprehensive for the whole of London.

***17. We recommend that on future pan-London proposals, the JCPCT ensures that the intention to provide improved healthcare at the earliest opportunity is not compromised by public consultation which is partially limited by timescale considerations.***

**(j) Communication with the public**

3.39 The JCPT has mounted a public consultation exercise which has aimed to achieve a widespread understanding of the proposed changes in healthcare for Londoners.

3.40 Nevertheless, the JHOSC has concerns that the message underlying the rationale for the proposals has not been communicated effectively to the general public – i.e that getting as speedily as possible to specialist clinical care (likely to be located further away than the local DGH) will provide superior care than the existing practice of being taken to the nearest local A&E department.

3.41 Also, the consultation paper itself could usefully have focused more directly upon the patient's experience throughout the new care pathways. A simple, step-by-step explanation of what a patient could expect would have been a helpful central focus.

***We recommend:***

***18a) that, with future proposals, the JCPCT produces information for the general public which explains in more simple terms, from a patient perspective, the impact of the proposed changes in healthcare;***

***18b) that, at the earliest appropriate point after admission, patients should have explained to them, in simple terms, their care pathway: from specialist centre, to local unit for rehabilitation, and a return to community care. A leaflet containing basic information would be helpful.***

**(k) Health Impact Assessments (HIAs)**

3.42 We were pleased to be advised that the remit of the HIAs would extend beyond statutory equalities issues, and would include traditionally under-represented groups, and deprived communities. It is useful that as well as identifying impacts on particular groups, Mott MacDonald/Public Health Action Support Team (PHAST) will identify solutions in their final report.

3.43 We note the significantly greater incidence of stroke within BME groups (e.g. 60% higher in black African and black Caribbean populations than in the white population).

***We recommend:***

***19a) that, given the higher incidence of stroke among some BME groups, there should be access to an interpreter at a HASU, to explain***

***the next steps in a patient's pathway, and to answer questions or concerns;***

***19b) that the conclusions and recommendations from phase 2 of the Health Impact Assessment consultants' study (which will focus on BME groups) are provided to the JHOSC for comment as soon as they are available.***

3.44 We are concerned that the timetabling of the HIAs means that the conclusions in the final report will not be available for the JHOSC to consider before it submits its own report. Additionally, the timescale of the proposals affecting N.E. London (referred to above) means that the HIAs are unable to take into account the final outcome of proposals affecting one region of the capital.

***20. We recommend that future consultations by the JCPCT ensure that the full results of HIAs are made available to the public and a London-wide JHOSC before the end of the public consultation period, to allow consultation responses to be suitably informed.***

#### **I) Monitoring and Evaluation**

3.45 The consultation proposals are far-reaching in reshaping services in London, and there is clearly a need for their implementation to be carefully scrutinised.

3.46 The consultation paper envisages that, as new services are delivered from April 2010, the quality of services will improve over the initial twelve months. Effective monitoring of the new care pathways will be crucial. Good quality information from hospitals, the London Ambulance Service and ambulance services adjoining the capital, will be essential.

***We recommend:***

***21a) that the JCPCT ensures that robust arrangements for data collection and analysis are in place by April 2010;***

***21b) that the proposed changes are monitored closely, in order to identify the impact on specialist service provision, patient experience, and to ensure that other services provided by the specialist centres have not experienced an adverse impact. We would expect a review report on the findings to be published 12 months after implementation in April 2010;***

***21c) that the JCPCT monitors the impact of the new arrangements on the movement of staff to the specialist units from other hospitals, to ensure that there is no negative impact upon the latter;***

**21d) that the JCPCT addresses a further meeting of the JHOSC in Autumn 2009, to share its plans for implementation, developed following the conclusion of the consultation phase.**

## **4.0 STROKE**

### **a) General**

4.1 The JHOSC has received no definitive evidence from witnesses to suggest that the proposal for an immediate minimum of eight HASUs (with a maximum 30-minute 'scene to specialist centre' journey-time by blue-light ambulance) is not of the right order to address anticipated patient numbers.

4.2 Some of the evidence did point to the possibility that more than eight HASUs might be needed in response to future demand. Guy's and St Thomas' NHS Foundation Trust has submitted written evidence to us which expresses concern that eight HASUs may be insufficient to cope with peaks of A&E demand, or an unexpected drop in HASU capacity (if one unit's attention had to be devoted to an outbreak of infection, for example). The Trust also considers that co-location with major trauma centres could exacerbate pressures, contrary to the statement on page 4 of the compact version of the consultation document issued by Healthcare for London.

4.3 The evidence suggests that there is no consensus over the optimum number of patients per year for a HASU, in the absence of a highly similar international model for comparative purposes; no detailed estimates of predicted patient flows for individual HASUs were provided. The experience of the stroke pilot in S.W. London (based around St George's Hospital) is that up to 20% of admissions for specialist treatment turn out, on diagnosis, to be non-stroke in nature. As the location of emergency specialist treatment centres becomes well-known to the public, more people are likely to arrive other than by blue-light ambulance. Many of these patients will have missed the '3 hour window' for thrombolysis, but would still benefit from the specialist care provided at the HASU. Stroke patients often deteriorate after admission, and their condition can be very unstable. This has implications for bed availability, where patients stay longer than 72 hours.

4.4 Another factor which came through strongly in the evidence presented to us was the critical importance of speed in a stroke victim receiving the correct diagnosis and treatment, and in promoting a more full recovery. We heard that, for those patients for whom thrombolysis treatment is appropriate, the sooner they receive it, the better. Patients have a one-in-two chance of a full recovery if thrombolysis is administered in the first 90 minutes following a stroke, compared to a one-in-eight chance after three hours. The aim should always be to shorten the '3 hour window' (without compromising the patient's care or well-being), given the deterioration in a stroke victim's condition that takes place as the minutes pass.

**We recommend:**

**22a) that the immediate eight HASUs should be seen as the minimum number, and the JCPCT should be prepared regularly to review this number and to increase the number if demand justifies it;**

**22b) that planning for patient numbers at HASUs takes account of the likely significant percentage of non-stroke admissions, and patients arriving by means other than blue-light ambulance;**

**22c) that no existing centres of stroke specialist care should cease functioning until the new model of provision is fully operational and adjudged to be delivering to the high standards anticipated under the consultation proposals. Where removal or reduction of services is proposed, the local PCT must liaise with the local health scrutiny committee, to ensure that the views of residents are taken into account.**

4.5 Clinical excellence is essential, but the public has to be assured that with the removal or reduction of services in a particular geographic area, they will not suffer, but in fact have enhanced provision. Fears expressed by a number of Boroughs (see *supplementary report*) need to be addressed robustly if public support is to be secured.

4.6 The period of development of the new networks will be critical, and the pressures on designated HASUs, and the continuing role of some de-designated hospitals during this time has already been referred to. The JHOSC considers it to be absolutely essential that patient care does not suffer as a result of a shortfall in provision, in the period of transition following the introduction of the proposals.

**We recommend:**

**23a) that the JCPCT explains how it will ensure that adequate clinical capacity will be achieved during the initial period of development;**

**23b) that the JCPCT ensures that effective monitoring arrangements are in place which will allow a re-assessment to be made, if necessary, of the optimum number of HASUs for London's population, and whether the designated HASUs are the best providers possible.**

4.7 The experience from the stroke pilot in S.W. London illustrates the improvements in healthcare that can be achieved by attaining higher rates of thrombolysis. It also demonstrates that a 24/7 model of providing specialist stroke care is superior to one combining day-time at one hospital and out-of-hours treatment at another.

4.8 The JHOSC heard conflicting views about the role that telemedicine might play in London. However, although the use of telemedicine is still in



development in this country, (operating at St Thomas's Hospital since June 2007, and across Surrey), it appears that it could have a significant role to play in the future, bringing a number of benefits. We would therefore have expected that the proposals for stroke might have referred to the development and potential role of telemedicine.

**24. We recommend that the JCPCT investigates the potentially important role that telemedicine can play in helping to provide a cutting-edge 24/7 stroke service across the capital, and advises the JHOSC of the outcome of this work.**

**b) Increasing the public's awareness of stroke**

4.9 The DoH's recent 'FAST' campaign appears to have been successful in increasing public awareness of the signs of stroke and what action needs to be taken.

4.10 Given the great importance of speed in a stroke victim receiving the right treatment, stroke recognition and knowing who to contact to get that treatment is of critical importance. The clearest possible description of symptoms is valuable to ambulance control centre staff receiving a telephone call. This applies equally to 'mini-strokes' or TIAs. GPs in particular need to be well trained in stroke recognition.

4.11 There are many ways in which someone with stroke symptoms (or someone acting on their behalf) might choose to seek help (e.g. by contacting/visiting a GP-led health centre; a 'walk-in' centre; an urgent care centre; an A&E department; an out-of-hours telephone number; or NHS Direct).

4.12 The evidence we have heard has underlined a particular need for TIAs to be recognised better, in order that prompt action can be taken to deal with them. At present, the public may be less certain in identifying TIA symptoms than with a full-blown stroke, and more inclined not to seek treatment (perhaps because they feel the symptoms are too mild to bother a GP or other health professional with). The message to all concerned must be that TIAs *must* be taken seriously.

**We recommend:**

**25a) that the JCPCT calls on the Government to build upon the initial success of the 'FAST' campaign, in order that its key messages are reinforced and translated into better stroke outcomes;**

**25b) that the JCPCT undertakes a London-wide public awareness campaign to refresh the 'FAST' message after a suitable period. This should also address lifestyle factors which can lead to stroke, and what to do to lessen the chance of a stroke;**

**25c) that appropriate information about strokes be made widely available at health service centres throughout London, on health service websites, and at other locations (e.g. libraries, supermarkets). This literature must include a focus on TIAs;**

**25d) that the JCPCT takes steps to ensure that GPs receive good training in stroke recognition, including TIAs;**

**25e) that there should be a maximum referral time target of 24 hours from identifying a TIA to access to a specialist.**

#### **c) Prevention**

4.13 As mentioned earlier, we would have liked to have seen a considerably greater emphasis on prevention in the consultation proposals. As well as providing healthcare that matches or surpasses the best international practice, it is right that individuals should be encouraged to take a greater responsibility for their own health. This is likely to come more sharply into focus in years to come, as pressure on Government funding streams increases and more emphasis is placed on healthy lifestyle choices.

#### **We recommend:**

**26a) that there should be an increased provision of ‘plain English’ advice aimed at promoting a better understanding of the personal health factors (e.g. smoking, lack of exercise, eating too much of the ‘wrong’ sort of foods) which may contribute to a greater likelihood of a stroke;**

**26b) that greater joint working take place between PCTs and local authorities around the promotion of healthy lifestyles.**

#### **d) Developmental needs**

4.14 As highlighted earlier, the consultation proposals are premised heavily upon various hospitals being supported to a considerable degree in the initial period of changeover, in order to play the part envisaged for them, and to achieve suitable geographical coverage across London. Particularly taking account of the fact that the majority of stroke patients live in the outer areas of London, it will be important to ensure that there is no inequality in access to service provision.

4.15 The proposals state that “there would have to be very strong and intensive support in place to drive the development of hyper-acute stroke services on certain sites”. Four designated HASU sites are identified as having “very significant development needs”. These are matters of concern if the April 2010 timescale is to be achieved.

4.16 We therefore note the considerable task facing some hospitals, within a challenging timeframe. Our firm view is that the introduction of improvements in stroke care within a demanding timescale must not be at the expense of

other hospital services suffering. We would therefore question whether a 'big bang' approach of having eight HASUs by April 2010 would be appropriate, if this were to be at the expense of existing centres of stroke excellence being downgraded. A more flexible approach, retaining hospitals with good mortality rates (*see details in supplementary report*) while other designated HASUs address their very significant development needs, would surely be more appropriate.

**We recommend:**

**27a) that the need for prompt action to improve services must not be at the cost of compromising the standard of services during the transitional period. There must be a suitable degree of flexibility in the introduction of HASUs, with a continuing role during the transitional period for other hospitals which have demonstrated a high standard of stroke care;**

**27b) that the JCPCT makes its development plans available, so that the details of the "very significant development needs" can be clarified. Clarification is also sought as to whether the necessary funding to address these needs forms part of the additional £23 million per year referred to in the consultation paper.**

**e) Transfers from HASU**

4.17 People recovering from stroke must receive specialist care. Staff at HASUs and Stroke Units who deal with stroke patients must be trained to deal sensitively with their specific needs. Good communication of a patient's needs on transfer is essential.

4.18 There has been some concern expressed at our meetings at the idea of patients being transferred to a local Stroke Unit after the period of 72 hours referred to in the consultation paper. However, we do recognise that the proposals state that patients will stay in a HASU for a 72-hour period or until their condition is stable.

**We recommend:**

**28a) that provision in HASUs allows for the percentage of patients who need to remain longer than the 72-hour period referred to in the consultation paper, as well as those patients admitted as a result of incorrect diagnosis. Pressure on bed space must not lead to premature transfers, nor should beds dedicated for transferred stroke patients be allocated to general patients, thus making transfers to the most appropriate hospital more difficult;**

**28b) that protocols set out clearly the arrangements for patient transfer, and include adequate provision for dedicated beds and specialist stroke teams for patients in Stroke Units.**

## **f) Rehabilitation**

4.19 In earlier comments, we highlighted our concern that the consultation proposals fail to address in adequate detail the role of rehabilitative care in the patient's pathway to recovery, and made a number of recommendations. We also commented upon the need for sufficient numbers of trained therapists, if the proposals to deliver high-quality care are to work as intended.

4.20 Although rehabilitation is generally regarded as a longer-term support, the starting point actually lies in the acute phase. For example, occupational therapists need to be available to provide cognitive and perceptual screening. Patients need access to daily rehabilitation. Arrangements at this stage may need to be made for early supported discharge, and the involvement of therapists is crucial, to ensure that continuing care in the community is provided.

4.21 Earlier, we drew attention to concerns expressed by the British Association of Occupational Therapists and the College of Occupational Therapists (COT) at the possible difficulties in recruiting adequate numbers of suitably qualified therapists to match the requirements of the new healthcare arrangements. They have also drawn attention to the need, when planning staffing levels, to take account of the fact that occupational therapists may not be available on site, due to their undertaking home visits, which take a significant amount of time.

*NOTE: Recommendations on rehabilitation are contained in section 3.0, General Comments, earlier in the report.*

## **g) Children and Young People**

4.22 The consultation proposals fail to address the particular care needs of children and younger people. However, the numbers are not insignificant: approximately 1 in 10 of those under the age of 55 who suffer a stroke each year is under the age of 30. Recovery and rehabilitation from stroke present particular challenges for younger survivors.

### **29. We recommend:**

**a) that Stroke Units address the particular rehabilitation needs of children and younger people, and ensure a continuity of care beyond discharge;**

**b) that future consultations from Healthcare for London adequately address the proposals' implications for children and younger people.**

## 5.0 MAJOR TRAUMA

### a) General

5.1 On the basis of the evidence we have heard, it would appear that centralisation with experienced clinical staff will improve services for major trauma patients, and that four major trauma centres (MTCs) is the right number to achieve coverage of the capital. In accordance with the principle of achieving strategic coherence or 'best fit', the merit of co-location of the proposed fourth MTC with a HASU is asserted.

5.2 Whilst there are arguments that three MTCs might be adequate clinically to provide the necessary services for London, we believe that four is the appropriate number. Firstly, this is because the new structure must be able to cope with occasional peaks and secondly, because public perception is important: it would be wrong to create a situation where very large numbers of people felt that they were disadvantaged by not having an MTC in their area.

5.3 We note that, under the proposals, the intention is for the Royal London Hospital to play a leading role, extending its coverage to parts of North and North West London.

**30. We recommend that the capacity of the Royal London Hospital to build on its present role as London's primary MTC under the consultation proposals is monitored, particularly within the initial period before the fourth MTC becomes fully operational.**

5.4 We have heard some evidence to suggest that when a major trauma case involving a small number of people (perhaps three or four) is being dealt with at London's existing MTC, clinical resources are diverted away from other areas of care. Thus there is merit in having a number of MTCs.

**31. We recommend that the JCPCT advise the JHOSC as to how it will ensure that designated MTCs maintain a good level of care to all patients, and do not compromise patient care by the sudden demands of a major trauma incident. We expect the JCPCT to address this in its evaluation of the implementation phase.**

5.5 The aim should be to achieve a seamless pathway of care for major trauma victims. The proposals seem to place most emphasis on the provision of the essential immediate treatment of patients, with little emphasis on subsequent transfer of patients to local hospitals and the necessary rehabilitation required.

**32. We recommend that MTCs draw up plans in co-operation with Trauma Centres to establish agreed assessment criteria and protocols which will set standards of quality care throughout the patient pathway.**

**b) N.W. London**

5.6 The JHOSC has heard from both hospitals identified as potential sites for the fourth MTC. Both have indicated that they would be ready to become operational as the fourth MTC considerably in advance of the proposed April 2012 implementation date. We therefore find it surprising that the consultation paper should not have reflected this.

5.7 There is also a lack of clarity surrounding the criteria, methodology and weighting used in the assessment process, since no details have been published. This has made it impossible for us to come to an informed view on the location of the fourth MTC. We find this unfortunate. We draw the disappointing conclusion that little weight has been given to financial issues and costs/benefits.

5.8 Given the preparedness of both potential fourth MTCs to deliver services in advance of April 2012, we are strongly in favour of a fourth MTC becoming operational before that date, where it has demonstrated a capacity to do so.

***We recommend:***

***33a) that the JCPCT make immediate arrangements to place in the public domain details of the criteria, methodology and weighting used in the assessment process for the fourth MTC;***

***33b) that a public commitment for the fourth MTC is made by the JCPCT, so that in the event of any future reductions in funding to the NHS, the fourth centre is not 'sacrificed';***

***33c) that the fourth MTC becomes operational as soon after April 2010 as feasible.***

5.9 The consultation paper states that a transition plan for handling major trauma cases in N.W. London will need to be developed.

***34. We recommend that local authorities serving N.W. London are consulted at an early stage on the proposals for a transition plan.***

**c) Skilled diagnostic care**

5.10 The role of LAS paramedics will be critical in ensuring that, as far as possible, only those with an appropriate level of injuries are taken to a MTC. We understand that work is already in hand on the development of an effective triage tool for use by LAS staff at the scene of an incident.

***35. We recommend that adequate resources are available on a continuing basis to ensure that training in the best triage methods is offered by paramedics at scene.***

5.11 Major trauma cases triaged at scene as less serious will be taken to a Trauma Centre at a DGH. In some cases, it may be that the assessment upon arrival at hospital is that transfer to a MTC is required, given the nature of the injuries.

**36. We recommend that diagnostic expertise is retained at DGHs, to allow the rapid transfer of a patient to a MTC, should that be necessary. Clear systems covering cases for onward transfer will need to be put in place.**

5.12 The proposal for trauma networks to develop staff rotation plans (to ensure that the maximum number of staff are trained in managing major trauma cases) is supported.

5.13 The consultation paper proposes that a London Trauma Office be established to oversee all trauma care in the capital, and provide guidance to trauma networks. One of its functions will be to develop a training and development programme.

**37. We recommend that, as part of achieving high-quality rehabilitation after the initial principal clinical intervention, staff on wards should possess relevant neuro-training.**

5.14 Whilst the consultation paper identifies a need for nearly 600 additional 'stroke' nurses, it fails to quantify the number of extra nursing staff in relation to major trauma. However, during the period of consultation, Healthcare for London has advised that the numbers of additional nurses "will not be significantly large".

5.15 We are aware of the current severe shortage of nurses in London. It would have been helpful if an estimate of additional nurses required for major trauma had been included in the consultation paper.

**38. We recommend that the London Trauma Office monitor the recruitment and training of staff across the networks, to ensure that adequate numbers of suitably trained staff are available by April 2010.**

5.16 Specialised neuro-rehabilitation is provided across London by a consortium, operating through nine specialist providers. At present, the provision of multi-specialist rehabilitation across London is patchy. The specialised neuro-rehabilitation services need to be linked into the work of the Trauma networks.

**39. We recommend that specialised neuro-rehabilitation services are linked into the work of the Trauma networks. We would like to see all - and not just some - PCTs provide multi-specialist rehabilitation.**

5.17 The evidence submitted by King's Health Partners (see Appendix) has suggested a model of three MTCs different from that proposed by Healthcare

for London. We have restricted our comments to those proposals which are the subject of formal consultation.

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# Appendices

**Appendix 1: Witnesses attending the JHOSC**

**Appendix 2: List of written submissions to the JHOSC**

**Appendix 3: Glossary**

**N.B. A supplementary report to the main report is available separately. This contains:**

- a) Minutes of the 'Witness' meetings**
- b) Written submissions**

## **Appendix 1: Witnesses attending the JHOSC**

**4 February 2009: Royal Borough of Kensington and Chelsea**

### ***'Stroke and major trauma' consultation paper***

- Don Neame: Director of Communication, Healthcare for London
- Simon Robbins, Senior Responsible Officer, Major Trauma Project
- Richard Sumray: Chair, Joint Committee of London PCTs
- Rachel Tyndall, Senior Responsible Officer, Stroke Project
- Michael Wilson, Manager, Stroke Project

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**5 March 2009: London Borough of Redbridge**

### ***The King's Fund***

- Candace Imison, Deputy Director of Policy

### ***The Royal Free Hospital***

- Prof. Peter Butler, Divisional Director, Trauma and Managed Networks
- Pamela Chesters, Chair
- Dr Lionel Ginsberg, Consultant Neurologist
- Andrew Way, Chief Executive

### ***St Mary's Hospital***

- Rachel Barlow, Head of Operations for Surgery and Cancer, St Mary's
- Edward Donald, Director of Operations and Performance, St Mary's
- Gill Gaskin, Consultant and Clinical Director of Medicine, St Mary's
- Michael Scott, Chief Executive, Westminster PCT
- Prof. Steve Smith, Principal of the Faculty of Medicine, Imperial College Healthcare NHS Trust

**23 March 2009: London Borough of Lambeth**

***The Royal College of Nursing (RCN)***

- Bernell Bussue, Regional Director, RCN
- Gillian Cluckie, Clinical Nurse Specialist, Stroke Care
- Alan Dobson, RCN Adviser in Nursing Practice, Acute and Emergency Care
- Heather Jarman, Nurse Consultant, Emergency Department, St. George's Hospital NHS Trust

***The Royal London Hospital Trauma Centre***

- Prof. Karim Brohi, Professor of Trauma Sciences, Barts and the London NHS Trust
- Graham Simpson, Director of Strategy, Royal London Hospital

***Headway (The Brain Injury Association)***

- Annie Clacey, Regional Director, Headway UK
- Norman Keen, Vice-Chair, Headway East London

***Association of Directors of Adult Social Services (ADASS)***

- Simon Williams, ADASS

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**7 April 2009: London Borough of Camden**

***The Stroke Association***

- Joe Korner, Director of Communications, Stroke Association
- Peter Rawlinson, Trustee, Stroke Association

### ***Age Concern***

- Lynn Strother, Lead on Policy and Voice for Age Concern London; and Director, Greater London Forum for Older People

### ***Londonwide Local Medical Committees (LMC)***

- Dr Paddy Glackin, LMC Secretary
- Dr Tony Grewal, LMC Secretary

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**24 April 2009: City of Westminster**

### ***S.W. London 'Hub and Spoke' Stroke Care Pilot***

- Prof. Hugh Markus, Lead Clinician for Stroke Services, St George's NHS Healthcare Trust

### ***London Ambulance Service (LAS)***

- Nick Lawrence, Head of Policy Evaluation and Development, LAS
- Mark Whitbread, Clinical Practice Manager, LAS

### ***Health Impact Assessments***

- Bashir Arif, Impact Assessment Lead, Mott MacDonald
- Peter Gluckman, Public Health Action Support Team (PHAST)

### ***London TravelWatch***

- Gail Engert, Chair, Access to Transport Committee, London TravelWatch
- Vincent Stops, London TravelWatch member

### ***Travel Modelling***

- Steve Black, Senior Analyst, Healthcare for London (HfL)
- Shaun Danielli, Project Manager, Trauma, HfL

- Michael Wilson, Stroke Project, HfL

### ***Transport for London (TfL)***

- Andrew Gonsalves, Transport Planner, TfL
- Julian Sanchez, Principal Transport Planner, TfL

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## **7 May: London Borough of Hammersmith and Fulham**

### ***NHS Surrey Stroke Pilot***

- David Davis, Stroke Lead, S.E. Coast Ambulance Service
- Felicity Dennis, Network Manager, Surrey Heart and Stroke Network
- Eddie Hunter, Longsight Consultants
- Dr Carl Long, Clinical Lead for Stroke, Surrey Heart and Stroke Network
- Kay Mackay, Director of Strategy and Service Delivery, NHS Surrey
- Dr Bhaskar Mandal, Consultant Stroke Physician, Ashford and St Peter's Hospitals NHS Trust
- Helena Reeves, Communications Director, NHS Surrey

### ***British Association of Stroke Physicians (BASP)***

- Dr Tim Cassidy, BASP

### ***Different Strokes***

- Jeffy Wong, Regional Co-ordinator, London, Different Strokes

### ***Regional Director of Public Health***

- Dr Simon Tanner, Regional Director of Public Health

***NHS London***

- Simon Milligan, Senior Finance Lead, Healthcare for London
- Jo Sheehan, Finance Lead, Healthcare for London

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## **Appendix 2: List of Written Submissions to the JHOSC**

### ***London Boroughs***

- LB Barnet: Supporting the Vulnerable in our Community Overview & Scrutiny Committee
- LB Brent
- LB Bexley: Health and Adult Social Care Overview & Scrutiny Committee
- LB Camden: Health Scrutiny Committee/Executive Member, Adult Social Care and Health/Camden Stroke Local Implementation Team
- City of London: Community and Children's Services Health Scrutiny Sub-Committee
- LB Croydon
- LB Ealing: Health, Housing and Adult Social Services Scrutiny Panel
- LB Enfield: Scrutiny Members attending JHOSC
- LB Hackney: Health in Hackney Scrutiny Commission
- LB Hammersmith and Fulham
- LB Harrow: Overview and Scrutiny Committee
- LB Hounslow: Adults Health and Social Care Scrutiny Panel/Council's Executive
- RB Kensington and Chelsea: Overview and Scrutiny Committee on Health
- RB Kingston upon Thames: Health Overview Panel
- LB Lambeth: Health and Adult Services Scrutiny Sub-Committee
- LB Newham: Mayor of Newham (on behalf of: Newham Health Scrutiny Commission/Cabinet/Chief Officers/NHS Newham (including Newham Community Health Services) /Newham University Hospital Trust/Newham Stroke Board)
- LB Redbridge: Health Scrutiny Committee
- LB Waltham Forest: Health, Adults and Older People's Overview & Scrutiny Sub-Committee
- LB Wandsworth: Health Overview & Scrutiny Committee
- Westminster City Council: appointed member to JHOSC
- London Councils.

### **Key stakeholders, professional organisations and other interested parties**

- British Association of Stroke Physicians
- Camden Local Involvement Network
- Chelsea and Westminster Hospital NHS Foundation Trust
- College of Occupational Therapists

- Dr David Goldhill
- Ealing Hospital NHS Trust
- Epsom and St Helier University Hospitals NHS Trust
- Greater Manchester Association of PCTs
- Guy's and St Thomas' NHS Foundation Trust
- Hillingdon Hospital NHS Trust
- King's Health Partners (comprising King's College London and Guy's and St Thomas', King's College Hospital and South London and Maudsley NHS Foundation Trusts)
- Kingston Hospital NHS Trust
- Richmond LINK response
- Transport for London
- West Middlesex NHS Trust
- Whipps Cross University Hospital NHS Trust

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## Appendix 3: Glossary

<b>A&amp;E</b>	Accident and Emergency
<b>BME</b>	Black and Minority Ethnic
<b>COT</b>	College of Occupational Therapists
<b>DGH</b>	District General Hospital
<b>DoH</b>	Department of Health
<b>FAST</b>	Stroke recognition test: <u>F</u> acial weakness? <u>A</u> rm weakness? <u>S</u> peech problems? <u>T</u> ime to call 999.
<b>GLA</b>	Greater London Authority
<b>HASU</b>	Hyper-acute Stroke Unit
<b>HIA</b>	Health Impact Assessment
<b>HfL</b>	Healthcare for London
<b>JCPCT</b>	Joint Committee of Primary Care Trusts
<b>JHOSC</b>	Joint Health Overview and Scrutiny Committee
<b>LAS</b>	London Ambulance Service
<b>LINK</b>	Local Involvement Network
<b>MTC</b>	Major Trauma Centre
<b>PHAST</b>	Public Health Action Support Team
<b>PCT</b>	Primary Care Trust
<b>RCN</b>	Royal College of Nursing
<b>TfL</b>	Transport for London

..... **END** .....





**COUNCIL, 22 JULY 2009**

# 10

## **REPORT OF THE CHIEF EXECUTIVE**

### **SUBJECT: POLITICAL BALANCE OF COMMITTEES**

- 1 At the Annual Meeting, the Council appointed its Committees with political balance based upon the then current membership, including one vacancy (in St Andrew's Ward).
- 2 Since then, a by-election has been held to fill that vacancy. As a result, the political balance of the Council has altered and the overall figure is now as shown in the following table, which is different from that on which the seat allocation agreed at the Annual Meeting was based :

<b>Group:</b>	<b>Conservative</b>	<b>Residents</b>	<b>Independent Local Residents</b>	<b>Labour</b>	<b>Rainham Residents</b>	<b>Not in a Group</b>
<b>Number of Members:</b>	<b>33</b>	<b>13</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>Previous allocation entitlement</b>	<b>61.11%</b>	<b>22.22%</b>	<b>3.70%</b>	<b>3.70%</b>	<b>3.70%</b>	<b>0%</b>
<b>Current allocation entitlement</b>	<b>61.11%</b>	<b>24.07%</b>	<b>3.70%</b>	<b>3.70%</b>	<b>3.70%</b>	<b>0%</b>

- 3 Council is now required to review the allocation of seats on the various Committees in order to conform to the new circumstances.
- 4 The seat was formerly held by an Independent Member but the Member who now holds it has joined the Residents' Group. The Independent Member was not counted for political balance purposes but now that the seat is held by the Residents' Group, there is a small adjustment in that Group's seat entitlement: that adjustment, however, (from 22.22% to 24.07%) is too small to affect the seat allocations agreed at the Annual Meeting (see minute 11 and Appendix 1 of that meeting).
- 5 There are no additional financial implications or risks arising from this report. Any allowances payable to Members resulting from the proposed appointments will be in accordance with the current, approved Members' Allowances scheme and will be contained within the relevant budgetary provision.

- 6 There are no legal, human resources or equalities and social inclusion implications or risks attached to this report.

## **RECOMMENDATION**

That the Council note that there is no need to adjust the seat allocations on Committees to conform to the new political balance consequent upon the outcome of the St Andrew's Ward by-election.

Staff Contact: Ian Buckmaster  
Designation: Committee Administration Manager  
Telephone No: 01708 432431  
E-mail address: [ian.buckmaster@havering.gov.uk](mailto:ian.buckmaster@havering.gov.uk)

**Cheryl Coppel**  
**Chief Executive**

### **Background Papers List**

None



COUNCIL, 22 JULY 2009

# 11

## REPORT OF THE MONITORING OFFICER

### **SUBJECT: REPORT OF LOCAL GOVERNMENT OMBUDSMAN ON A COMPLAINT, FINDING MALADMINISTRATION BY THE COUNCIL**

- 1.1 The Ombudsman has investigated a complaint by a tenant (referred to as "Mr Hoskyn") about the way in which Homes in Havering (HiH) dealt on behalf of the Council with delays in connecting his gas supply when he took tenancy of a Council-owned flat, as he was unable to move in and had to pay for an additional two months rent in his previous private-rented accommodation. The Council also pursued him for an overpayment of housing benefit which arose because he was not living at the new flat and so was ineligible for benefit.
- 1.2 Although the fault lies with HiH, for the purposes of the law relating to investigations by the Ombudsman HiH's failures are regarded as failures by the Council and, in this case, the failure to deal with connecting the gas supply in a satisfactory manner amounted to **maladministration causing injustice**.

### **The Ombudsman's report and findings**

- 2.1 The full details of the complaint, of the issues dealt with in the Ombudsman's investigation and of his findings are set out in the investigation report attached to this report as the Appendix.

### **Remedy**

- 3.1 The Ombudsman has recommended that Mr Hoskyn be paid:
  - a) £1550 to reflect the two months rent paid for the private rented accommodation;
  - b) the amount of housing benefit he would have received between the start of his tenancy and the date a proper gas supply was provided and

- c) £350 to reflect the complainant's time and trouble in pursuing his complaint.

3.2 The Ombudsman has also agreed to assist with staff training.

3.3 The Council is obliged to report back to the Ombudsman its intentions in the light of his findings and recommendations. It is suggested that the Ombudsman be advised:

- 1 That the Council accepts the report and the criticism implicit in it; and
- 2 Agrees to pay to "Mr Hoskyn" the recommended compensation

3.4 The Council will wish to note that any payment due will be the responsibility of Homes in Havering, on behalf of the Council.

3.5 The Council is working with HiH to ensure that there will be no repetition of the errors that led to the circumstances reported on by the Ombudsman.

#### **Financial implications and risks**

4.1 The cost of the compensation recommended by the Ombudsman will be met from within existing budget provision.

#### **Legal implications and risks**

5.1 There are no identified legal implications or risks, unless the Council decides (contrary to accepted policy and practice) not to accept the Ombudsman's findings or recommendations. In the event that the Council fails to do that, the Ombudsman may decide to issue a second report, further criticising the Council.

#### **Environmental implications and risks**

6.1 There are no identified implications or risks for the environment.

#### **Equalities implications and risks**

7.1 There are no specific equalities implications arising from this report.

### **RECOMMENDATIONS**

That the Council informs the Local Government Ombudsman that it accepts the report and will require Homes in Havering to:

- a) pay the complainant £1550 to reflect the two months rent paid for the private rented accommodation;
- b) pay the complainant the amount of housing benefit he would have received between the start of his tenancy and the date a proper gas supply was provided and
- c) pay the complainant £350 to reflect the complainant's time and trouble in pursuing his complaint.

**Staff Contact:** Ian Buckmaster, Manager of Committee and Overview & Scrutiny Support  
01708 432431

**CHRISTINE DOOLEY**  
**Monitoring Officer**

**Background Papers**

Report of the Local Government Ombudsman

Correspondence about the complaint is confidential and not available to press or public

**Council, 22 July 2009**



# Report

on an investigation into  
complaint no 08 005 922 against  
The London Borough of Havering

16 June 2009

# **Investigation into Complaint No 08 005 922 Against The London Borough of Havering**

<b>Table of Contents</b>	<b>Page</b>
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## **Key to names used**

Mr Hoskyns – the complainant

## Report Summary

### Subject

Mr Hoskyns ( not his real name for legal reasons ) complained that the £100 compensation the Council offered for its delays in connecting his gas supply when he took tenancy of a Council-owned flat was inadequate as he was unable to move in and had to pay for an additional two months rent in his previous private-rented accommodation. The Council also pursued him for an overpayment of housing benefit which arose because he was not living at the new flat and so was ineligible for benefit.

The Ombudsman found maladministration by the Council in its actions in letting out a property which was not in a lettable condition at the start of the tenancy. It had no heating or hot water and there were major gas leaks within the system. The Council then delayed unreasonably in taking two months to address the gas supply problems and making the system safe to use. It acted unreasonably in seeking to recover the housing benefit Mr Hoskyns had claimed for his new property when it was aware he could not move in and failed to advise him to notify the Revenues and Benefits Services.

It would have been open to the Council to have settled Mr Hoskyns' complaint at an early stage of the Ombudsman's investigation when the Council's fault had been clearly set out but this early settlement was declined by the Council.

### Finding

Maladministration causing injustice.

### Recommended remedy

The Ombudsman recommended, and the Council has agreed, to:

- a) pay the complainant £1550 to reflect the two months rent paid for the private rented accommodation;
- b) pay the complainant the amount of housing benefit he would have received between the start of his tenancy and the date a proper gas supply was provided and
- c) pay the complainant £350 to reflect the complainant's time and trouble in pursuing his complaint.

The Ombudsman also agreed to assist the Council with staff training which it requested.

## **Introduction**

1. Mr Hoskyns complained that the £100 compensation the Council offered for its delay in connecting his gas supply when he took the tenancy of a Council-owned flat was inadequate as he was unable to move in and had to pay for an additional two months rent in his previous privately-rented accommodation. The Council also pursued him for an overpayment of housing benefit which arose because he was not living at the new flat and so was ineligible for benefit.
2. The law generally requires me to report without naming or identifying the complainants or other individuals. The names used in this report are not the real names.
3. One of the Commission's officers has discussed matters with the complainant and officers of the Council. She has also examined the relevant files.
4. A draft of this report, including conclusions, was provided to the Council and the complainant and where appropriate their comments are reflected in the text.

## **Legal and Administrative Background**

### **Gas Safety Regulations 1998**

5. Landlords must maintain gas appliances, flues and installation pipework in a safe condition to prevent risk of injury to any person in lawful occupation. They must ensure safety checks are carried out within 12 months of any installation and at intervals of not more than 12 months since the last check. The landlord must keep a record of the check, which must be carried out by a person authorised by the Health and Safety Executive, and a copy of the last record must be given to any new tenant before that tenant occupies the premises.<sup>1</sup>

### **The Council's Fit to Occupy Standard**

6. The Council's housing stock is managed by Homes in Havering, an arms length management organisation set up by and acting for the Council. Under the Council's housing policy, before it is let, an inspection should be carried out to check the property meets its fit to occupy standard. Part of this standard includes the provision of a safe and operational hot water and heating system. Electric and gas fittings must be checked for safety and certified. Gas tests and inspections are to be carried out by a CORGI registered gas contractor, and a test and inspection certificate are to be issued for all vacant properties at hand over stage.

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<sup>1</sup>Gas Safety (Installation and Use) Regulations 1998 section 36

## Investigation

7. On 29 September 2006 Mr Hoskyns viewed and accepted a council flat which had been refurbished by a contractor following a major fire. He was moving from private rented accommodation. When he viewed the property, Mr Hoskyns was given a certificate showing that in August a Corgi registered worker had inspected the system following the installation of a new boiler and passed the appliance as safe to use. However, Mr Hoskyns says he was also told the contractor had not tested the gas system as the gas meter supply had been capped off, and that he would need to contact his chosen gas supplier to arrange for the supply to be uncapped. The tenancy for the flat started on 9 October.
8. The Council has no record of the gas safety certificate, although it does have details of a gas safety certificate from before the fire (and a later certificate). It believes the certificate was issued by its contractor, although the contractor has no record and does not recognise the name of the worker who completed it.
9. The Council says regulations specify that if a property is left void the gas supply must be capped off for health and safety reasons and only uncapped once the property is occupied. Mr Hoskyns contacted British Gas, which said it was the Council's responsibility to uncap the gas, as it had capped off the supply. He then wrote to Homes in Havering on 15 October to tell them and to say that he was unable to move into the property without heating and hot water. There is no record of this letter on Homes in Havering's files although the Council says that, in its early stages, correspondence was lost by the contractor used to scan all of Homes in Havering's correspondence.
10. Having had no response, Mr Hoskyns wrote again on 12 November, referring to his earlier letter, and saying again that he could not move into his new home until it had heating and hot water. He was continuing to live in the private rented accommodation and explained that he was incurring additional rent costs because he had transferred his housing benefit claim to the new flat at the start of the tenancy. He asked how he could claim this money back. He had no response, so wrote again on 20 November pointing out the urgency of his situation.
11. On 30 November Homes in Havering replied to his two previous letters under its complaints procedure. It said all new residents are informed that they need to tell their own utility company they have moved in, and that residents are provided with a contact telephone number so that they may arrange an appointment to have the gas uncapped and the heating checked for safe operation. They also said that they were unable to consider reimbursing his rent for the time spent at his previous property.
12. Mr Hoskyns went to the property on 30 November and found a calling card had been left by a gas engineer who had visited to uncap the gas supply on the previous day, at Homes in Havering's request. Mr Hoskyns had not been informed of this appointment. He contacted the company and made a new appointment for 1 December. When he called, the gas engineer discovered the gas supply had not been capped. It was turned on, and a major gas leak was discovered where a compression joint next to the cooker had not been

installed properly. He then discovered further leaks coming from connections to the boiler and from pipework behind the kitchen base units. He was unable to stop the last leak and had to shut down the gas supply and issue a warning certificate not to use the gas. He told Mr Hoskyns that the kitchen units had to be removed to correct the pipework.

13. The next day Mr Hoskyns went to the property as the necessary works were due to be carried out. The worker he met told Mr Hoskyns that he was CORGI registered, but when challenged he admitted he was not. Mr Hoskyns was not happy to proceed with the works on this basis.
14. On 4 December two gas engineers visited to sort out the outstanding problems. They discovered that the thermostat had been wired incorrectly. It was rewired, but then found to be broken and in need of replacement. Matters were finally resolved with a properly working gas supply at some point between 7 and 9 December (Mr Hoskyns and the Council have different views as to the exact date).
15. Mr Hoskyns pursued his complaint about delay in resolving matters through Homes in Havering's complaints procedure. He had complained that the property had been unfit for human habitation when rented to him, as it had no heating or hot water and the gas supply had been left in a dangerous state. He asked for reimbursement of the additional rent he had paid for his privately rented accommodation. Homes in Havering delayed in responding because it wanted details of his gas supplier and confirmation that a proper gas supply and meter were in place. When this information was provided, they responded on 15 June 2007. They said that as they had only become aware of the problems with the gas supply with his 12 November letter, and they had responded by sending an engineer on 29 November, they were not at fault and were therefore unable to offer him compensation. Unhappy with this decision, Mr Hoskyns asked that the matter be looked at by an appeal panel, which is the third and final stage of its complaints procedure.
16. The appeal was heard on 26 September 2007. The panel decided partly to uphold his complaint: it agreed that "Homes in Havering should have resolved the problems surrounding your gas supply in a more timely manner and that there were some delays in replying to your correspondence". As the panel had received evidence that housing benefit had been claimed by Mr Hoskyns for his new flat from the start of the tenancy, it did not accept that he had incurred additional expense. However, "as a gesture of goodwill" the panel agreed to award £100 "for time and trouble and as an apology for any inconvenience or distress you may have experienced".
17. In November 2007 the Council told Mr Hoskyns that he had been overpaid housing benefit of £559 from 9 October to 18 December 2006 because he had not been living in his new property during this time. The Council was aware he had been attempting to change the start date of his tenancy to the date the gas supply was connected and safe to use and knew of the panel's decision. It therefore told him: "I would advise you at this stage to contact Homes in Havering again regarding your tenancy date as I noticed your appeal commented on you having no financial loss which you now have". In other words, Mr Hoskyns now had lost money because he was liable for rent but had no housing benefit entitlement and should ask Homes in Havering to reconsider its decision. However, in the

end he was told the matter had been considered a number of times and lack of heating and hot water was insufficient reason to change the tenancy date.

18. Mr Hoskyns considered that he should not have to repay the housing benefit overpayment, and the £100 compensation was inadequate (and nearly a year later had still not been paid), and complained to me. He also feels that he missed out on the chance of accommodation closer to his family which he says would have been available to him if this property had not been treated as habitable.
19. Following his complaint to me, the £100 was put against rent arrears outstanding on Mr Hoskyns' rent account. It seemed the Council had failed to check the state of the gas supply before Mr Hoskyns moved in and had then delayed in arranging the gas connection for two months. The Council was therefore asked to settle this complaint by paying Mr Hoskyns the equivalent of the two months rent he had paid for the private rented accommodation (£1550), together with the amount of housing benefit he would have received between the start of his tenancy and the date a proper gas supply was provided. A time and trouble payment of £100 was also proposed. The Council did not consider compensation was justified: it said Homes in Havering had no record of any of Mr Hoskyns' letters about the gas supply and so there was no prior notice of the problems.

## **Conclusion**

20. It is a legal requirement for landlords to maintain gas facilities in a safe condition and the Council's policy requires a certificate to be provided to the tenant at handover. One was provided to Mr Hoskyns, but it clearly did not reflect conditions. Although he could not have known this until December, and while works could have been quickly completed, I do not consider the property was in a lettable condition at the start of his tenancy.
21. It is entirely reasonable to expect a property to have heating and hot water from the start of a tenancy. Mr Hoskyns appears to have tried to sort matters out, but he 'was given the run around'. It took two months for Homes in Havering to address the supply problem, address the major leaks and make the system safe to use. I consider this was maladministration by the Council.
22. The Council is concerned because Mr Hoskyns made a housing benefit claim for his new flat when he was not living there. This is true, but his claim was made when he had just signed a new tenancy in full expectation that he would be moving in. He makes no secret of the fact that he was not living there: he told Homes in Havering on a number of occasions and asked how the cost of additional rent at his previous address could be met. The Council makes a distinction between him telling Homes in Havering and him telling the Revenues and Benefits Services, which was what he should have done. I accept this, but Homes in Havering should have passed on details or told Mr Hoskyns to contact the Service directly himself. It did neither. The Council also claims there had been no prior knowledge of the supply problem, but Mr Hoskyns had written in October and Homes in

Havering had received both his November letters and had visited at the end of the month to address the lack of gas supply.

23. It would have been open to the Council to have settled Mr Hoskyns' case at an early stage. It was explained I considered there had been fault and that this had caused the complainant injustice: he was put to additional expense and time and trouble, including rental costs at two properties. The Council declined to settle this complaint. I am satisfied that the Council has acted with maladministration and that Mr Hoskyns has been caused injustice through this fault. Since my proposal was first put to the Council, however, Mr Hoskyns has had further time and trouble in dealing with this investigation. In the light of a draft of this report, the Council now accepts the failings I identified. I recommend that the Council pays Mr Hoskyns £1550 and pays him a sum equivalent of the housing benefit to which he would otherwise have been entitled, together with £350 to reflect his time and trouble in dealing with this matter. The Council has asked me to assist with training for relevant staff. I am happy to agree to this.

**Tony Redmond  
Local Government Ombudsman  
10<sup>th</sup> Floor  
Millbank Tower  
Millbank  
London SW1P 4QP**

**16 June 2009**





### **DEVELOPING THE COUNCIL'S CORPORATE BUSINESS PLANNING PROCESS 2010 – 2013**

Cabinet was reminded that the Council was committed to working with partners to improve the quality of life for all residents. The Sustainable Community Strategy, the Local Area Agreement, and the Medium Term Financial Strategy would provide the means by which this was to be achieved. The report initiated the development of the Council's strategy to continue to improve quality of life from 2010 – 2013, and built on the Council's overall ambition and goals as key drivers of the business planning process.

Council services would also be planning to deliver their businesses within the financial resources set through the Medium Term Financial Strategy process in parallel with the development of that Strategy and the budget. The report before the Cabinet began the corporate business planning process that would culminate in the setting of the Council Tax and budget for 2010-11.

The main element of the Council's business planning process was the development of the Medium Term Financial Strategy (MTFS), which would also consider financial prospects beyond the initial period as part of the Council's approach to long-term business planning. Given the impact of the MTFS on the overall delivery of services by the Council, a clearly defined strategic approach to the revenue budget was needed. This strategy is appended.

As in past years, the development of the business plan had reflected the views of a range of stakeholders, as well as feedback from the Havering Strategic Partnership, residents and the Ipsos-MORI surveys. These views would be taken into account throughout the process, but especially once firm proposals had been developed for consultation purposes. Council members would also have the opportunity to comment on these proposals during the latter stages of the process.

#### **Cabinet agreed to RECOMMEND to Council that it:**

- 1 Support the proposed approach for the development of the Medium Term Financial Strategy.**
- 2 Approve, as part of the Medium Term Financial Strategy, the revenue budget strategy set out in the Appendix to this report.**
- 3 Adopt the MTFS, the Capital Strategy, and the Information Systems Strategy.**

**Council, 22 July 2009**

*Note: in the interests of economy, the full texts of the various strategies are not reproduced with this report but can be viewed on the Council's website at the following addresses:*

Capital Strategy:

<http://www.havering.gov.uk/CHttpHandler.ashx?id=14820&p=0>

Medium Term Financial Strategy:

<http://www.havering.gov.uk/CHttpHandler.ashx?id=14822&p=0>

Corporate Asset Management Plan:

<http://www.havering.gov.uk/CHttpHandler.ashx?id=14663&p=0>

Treasury Management Strategy:

<http://www.havering.gov.uk/CHttpHandler.ashx?id=17309&p=0>

Risk Management Strategy:

<http://www.havering.gov.uk/CHttpHandler.ashx?id=14450&p=0>

Procurement Strategy:

[http://www.havering.gov.uk/intranet/media/pdf/0/d/ProcurementStrategy0609Version3\\_1.pdf](http://www.havering.gov.uk/intranet/media/pdf/0/d/ProcurementStrategy0609Version3_1.pdf)

ICT Strategy:

<http://www.havering.gov.uk/CHttpHandler.ashx?id=14821&p=0>

Workforce Strategy:

<http://www.havering.gov.uk/CHttpHandler.ashx?id=15608&p=0>

## **REVENUE BUDGET STRATEGY**

The following is recommended as a statement of Havering's revenue budget strategy:

- The Council will ensure that there is an effective Medium Term Financial Strategy in place to drive forward the financial planning process and resource allocation. The financial strategy will be determined by policies and priorities contained within the Sustainable Communities Strategy, together with other key Strategies, and with appropriate linkages in place to the Service Planning process.
- The Council is clear about its Living Ambition, to provide our residents with the highest quality of life in London, the five key goals for the future development of the borough and the priorities in the Sustainable Communities Strategy, and will redirect resources to support their achievement.
- The Council recognises the pressures on its budget, and while seeking to protect and enhance front-line services as far as possible, will aim to contain these pressures within existing resources. Cabinet Members will examine all budget pressures and seek reductions where possible.
- The Council will wherever possible seek new funding and new ways of working. The Council will continue to look at new methods of service delivery to improve services to the public and the value for money that they provide.
- The Council will continue to seek to improve efficiency and deliver value for money, in particular, the Council will aim to identify efficiencies that will not impact on service delivery, and to identify options that will improve the value for money of its services through improving performance, and/or reducing service costs.
- The Council will ensure that, given the severe financial pressures it is facing, growth will only be supported in priority areas, or where the Council is required to fund new responsibilities.
- The Council will however ensure that the most vulnerable members of its community are protected, will continue to lead in the development of social cohesion, and will ensure that the services provided and resources allocated reflect the diverse nature and needs of our local community and our responsibilities to the local environment.
- The Council will lobby to ensure that the Government provides adequate funding to take on any new responsibilities and to illustrate the impact of the low funding basis for Havering and its residents.
- The Council will ensure that it engages with its local community, its partners and individual stakeholders in developing financial plans, and will reflect on the outcome of its consultation process in the identification of priorities and the allocation of resources.
- That, while addressing its priorities and setting a balanced and prudent budget, the Council will seek to keep any increase in the Council Tax to the lowest possible level and in line with its stated aspirations whilst maintaining reserves at the minimum level of £10m.





COUNCIL, 22 JULY 2009

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QUESTIONS

**NOTE: Questions are listed in the order in which they will be dealt with at the meeting.**

**1 Fire safety in tower blocks of flats**

**To the Cabinet Member for Housing, Public Protection & Regeneration (Councillor Michael Armstrong)**

By Councillor Ray Morgon

Given the tragic fire that recently took place in a tower block in Camberwell, South London, would the Cabinet Member confirm what safety precautions and checks are taken by the Council to ensure the safety of residents should a fire break out in one of the Council-owned tower blocks?

**2 Housing development in Rainham**

**To the Cabinet Member for Housing, Public Protection & Regeneration (Councillor Michael Armstrong)**

By Councillor Mark Stewart:

Could the Council explain the rhetoric behind the decision not to mention the scale of the proposed housing development proposed for Rainham along the A1306, in either the Cabinet paperwork, at the Cabinet meeting, in the 'Rainham Compass' document and all usual outlets such as internal e-mails and media outlet?

**3 Disposal of dead animals**

**To the Cabinet Member for Corporate Services (Councillor Peter Gardner)**

By Councillor John Mylod:

Would the Cabinet Member clarify the current procedure in disposing of dead animals on - a) council land and b) private land?

4 **Rainham Village regeneration - spending**

**To the Cabinet Member for Housing, Public Protection & Regeneration  
(Councillor Michael Armstrong)**

By Councillor Mark Stewart:

Can the Council provide a detailed audit of all monies spent in the recent 'village regeneration'?

5 ***Living in Havering: frequency of publication***

**To the Leader of the Council  
(Councillor Michael White)**

By Councillor Clarence Barrett:

A recent survey conducted by the Local Government Association regarding Council newspapers revealed that 80 per cent of participating Councils publish six or fewer issues a year. In view of that figure, why does this Council feel it necessary to issue 'Living' 26 times a year?

6 **Consultation on housing development in Rainham**

**To the Cabinet Member for Housing, Public Protection & Regeneration  
(Councillor Michael Armstrong)**

By Councillor Mark Stewart:

Can the Council also explain the rhetoric behind the non inclusion of any housing development issues in the recent consultations in Rainham?

7 **Financial reserves**

**To the Cabinet Member for Finance & Commerce  
(Councillor Eric Munday)**

By Councillor Ray Morgon

Would the Lead Member confirm the total amount of money held in various earmarked reserves and the purpose for which the funds are being held?

8 **Civil enforcement of moving traffic offences**

**To the Cabinet Member for StreetCare and Customer Services  
(Councillor Barry Tebbutt)**

By Councillor Clarence Barrett:

Since the whole Metropolitan Police Area was designated a civil enforcement area for moving traffic offences (e.g. no left/right turn, one way traffic, zig-zag lines outside schools) earlier this year, would the Cabinet Member advise what arrangements, if any, are now in place for the enforcement of such offences?

9 **Collection of Council Tax**

**To the Cabinet Member for Finance & Commerce  
(Councillor Eric Munday)**

By Councillor Clarence Barrett:

Would the Cabinet Member advise the level of uncollected council tax in each of the last three years, and the cumulative amount to 31 March 2009?

10 **Business waste transfer**

**To the Cabinet Member for StreetCare and Customer Services  
(Councillor Barry Tebbutt)**

By Councillor Ray Morgon:

Would the Cabinet Member confirm how the Council ensures that all businesses in the borough have a waste transfer agreement?

11 **Staff earning in excess of £50,000**

**To the Leader of the Council  
(Councillor Michael White)**

By Councillor Clarence Barrett:

Would the Cabinet Member advise the number of council staff (including schools) earning in excess of £50,000 as at 1 April 2009 compared with 1 April 2006?

12 **River Rom riverside: grass cutting**

**To the Cabinet Member for StreetCare and Customer Services  
(Councillor Barry Tebbutt)**

By Councillor Andy Mann:

Would the Cabinet Member provide an explanation as to why, to date, the grass has not been cut this year along the River Rom from Cornell Way Bridge to Collier Row Recreational ground? In addition, what is the cutting schedule and how much has been spent on grounds maintenance at the River Rom in each of the last three years?

13 **Empty dwellings**

**To the Cabinet Member for Housing, Public Protection & Regeneration  
(Councillor Michael Armstrong)**

By Councillor Andy Mann:

Would the Cabinet Member advise:

- a) How many empty homes do we currently have in Havering?
- b) How many orders have been issued under the "Empty Dwelling Management Order" and subsequently put back into use?

14 **CCTV car: issue of fixed penalty notices**

**To the Cabinet Member for StreetCare and Customer Services  
(Councillor Barry Tebbutt)**

By Councillor Andy Mann:

How many Fixed Penalty Notices have the CCTV cars issued to date this year (2009/10)?

15 **Inspection of street lights**

**To the Cabinet Member for StreetCare and Customer Services  
(Councillor Barry Tebbutt)**

By Councillor Ray Morgon:

Would the Cabinet Member confirm the inspection regime for street lights in the borough?



16 **Removal of barbed wire adjacent to the highway**

**To the Cabinet Member for StreetCare and Customer Services  
(Councillor Barry Tebbutt)**

By Councillor Ray Morgon:

Would the Cabinet Member confirm the council's policy on the use of Section 164 of the Highways Act 1980 to instruct a property owner to remove barbed wire from his property when it is adjacent to the highway?

17 **Dog fouling: fines**

**To the Cabinet Member for StreetCare and Customer Services  
(Councillor Barry Tebbutt)**

By Councillor Ray Morgon:

Would the Cabinet Member advise how many fines have been issued for dog fouling since the Council adopted the relevant enforcement powers?

18 **Utility companies: improving service standards**

**To the Cabinet Member for Finance & Commerce  
(Councillor Eric Munday)**

By Councillor Ray Morgon

Would the Cabinet Member confirm what steps this council is taking to ensure that utility companies that have a monopoly in providing services to local authorities across London, such as EDF, improve their service standards to Havering Council?

**Council, 22 July 2009**