



Havering

L O N D O N B O R O U G H

OVERVIEW & SCRUTINY BOARD AGENDA

7.30 pm

**Tuesday
13 January 2015**

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

Members 16: Quorum 5

COUNCILLORS:

**Conservative
(7)**

John Crowder
Philippa Crowder
Jason Frost
Steven Kelly
Robby Misir
Dilip Patel
Carol Smith

**Residents'
(3)**

June Alexander
Nic Dodin
Ray Morgon

**East Havering
Residents'(2)**

Gillian Ford
(Chairman)
Linda Hawthorn

**UKIP
(2)**

Lawrence Webb
(Vice-Chair)
1 Vacancy

**IRG
(2)**

David Durant
Graham Williamson

**For information about the meeting please contact:
Richard Cursons 01708 432430
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Protocol for members of the public wishing to report on meetings of the London Borough of Havering

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

Reporting means:-

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

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

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

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

OVERVIEW AND SCRUTINY BOARD

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

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

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

Terms of Reference:

The areas scrutinised by the Board are:

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

AGENDA ITEMS

1 CHAIRMAN'S ANNOUNCEMENTS

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

2 APOLOGIES FOR ABSENCE AND ANNOUNCEMENT OF SUBSTITUTE MEMBERS

(if any) - receive.

3 DISCLOSURE OF PECUNIARY INTERESTS

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

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

4 MINUTES (Pages 1 - 4)

To approve as a correct record the minutes of the meeting of the Committee held on 27 November 2014 and to authorise the Chairman to sign them.

5 CHAIRMAN'S UPDATE

6 UPDATES ON WORK OF SUB-COMMITTEES AND TOPIC GROUPS

7 MEMBER REFERRAL OF SCRUTINY ITEMS (IF REQUIRED)

8 UPDATE ON BOARD TOPIC GROUPS

9 POLICIES AND STRATEGIES FOR SCRUTINY - SUMMARY ATTACHED FOR DISCUSSION BY THE BOARD (Pages 5 - 10)

10 JOINT WORKING BETWEEN SUB-COMMITTEES

11 URGENT BUSINESS

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

**Andrew Beesley
Committee Administration Manager**

**MINUTES OF A MEETING OF THE
OVERVIEW & SCRUTINY BOARD
Havering Town Hall, Main Road, Romford
27 November 2014 (7.30pm - 8.50 pm)**

Present:

COUNCILLORS

Conservative Group	John Crowder, Philippa Crowder, Jason Frost, Steven Kelly, Robby Misir and Dilip Patel
Residents' Group	June Alexander, Nic Dodin and +Barry Mugglestone
East Residents' Havering Group	Gillian Ford (Chairman) and Linda Hawthorn
UKIP Group	Lawrence Webb (Vice-Chair)
Independent Residents Group	David Durant and Graham Williamson

An apology for absence was received from Councillor Ray Morgon.

+Substitute members: Councillor Barry Mugglestone (for Ray Morgon.

All decisions were taken with no votes against.

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

1 BOARD MEMBERSHIP

The membership of the Board was noted.

2 MINUTES

The minutes of the Joint Overview & Scrutiny Committee held on 8 September and the minutes of the Value Overview & Scrutiny Committee held on 18 September were agreed as correct records and signed by the Chairman.

3 OVERVIEW & SCRUTINY BOARD - TERMS OF REFERENCE

Members considered a report that outlined the terms of reference of the Overview & Scrutiny Board.

The report outlined that the establishment of an Overview and Scrutiny Board would allow the co-ordination of work amongst the six Sub-Committees and that all Sub-Committee Chairmen would be members of the Board. The Board would need to consider how best work could be coordinated to avoid duplication of effort and how it could ensure that the effectiveness of scrutiny was monitored. Additionally, the Board would have a number of specific powers and responsibilities.

It would be the responsibility of the Board to deal with all requisitions or call-ins received of Executive Decisions. Clearly, it would seem appropriate for the relevant Sub-Committee Chairman to have close involvement in scrutiny of the requisitioned issue but Members should note the change to previous practice whereby all requisitions would now be considered at Board level. It may also on occasion be necessary to call a meeting of the Board at short notice in order to allow for timely consideration of a called-in decision.

Formal scrutiny of the Council's overall budgets would now be the responsibility of the Overview and Scrutiny Board with the previous twice-yearly (if required) joint budget meetings of the overview and scrutiny committees now becoming meetings of the Overview and Scrutiny Board. The Overview and Scrutiny Board would also receive for scrutiny each set of performance reports that had been considered by Cabinet.

The functions of the former Value Overview and Scrutiny Committee would be taken over by the Overview and Scrutiny Board. The Board would therefore have the full scrutiny functions, including the establishment of any topic groups, within the following areas:

- Strategy and commissioning
- Partnerships with Business
- Customer access
- E-government and ICT
- Finance
- Human resources
- Asset Management
- Property resources
- Facilities Management
- Communications
- Democratic Services
- Social inclusion
- Councillor Call for Action

During discussions Members agreed that it would be useful in future if meetings of the Board could be synced in line with meeting of Cabinet to ensure that the latest performance indicator data was available for consideration.

Members also requested a list of the Council's policies and strategies and asked that the list be broken down into overview & scrutiny areas of

responsibility. Members were advised that there was a schedule of policies and strategies available that was being used to develop a policies and strategies framework.

Members agreed that all future topic group reports should go straight to Cabinet rather than through the Board to ensure there was no delay in Cabinet considering the findings.

Members were reminded that topic group recommendations needed to be specific and achievable to allow them to be considered for implementation following Cabinet consideration.

Following a previous strategic review of scrutiny it had been suggested that one topic group be set up at a time to allow for efficient officer support.

During the discussion Members agreed that as topic groups were not decision making bodies some topic groups could be set up and run without officer support and that the group's findings could be fed back to officers at the end of the scrutiny period.

Members agreed to continue with the former Value OSC's previously agreed topic groups of debt recovery and sickness absence management.

It was **AGREED** to adopt the terms of reference of the Overview and Scrutiny Board.

4 **OVERVIEW & SCRUTINY BOARD - WORK PROGRAMME**

Members considered a report that outlined a draft work programme for the municipal year for the Board. Following initial discussions with the Chairman, several standing items had been suggested including an update on the position with current topic groups run by the Sub-Committees and the scrutiny of the performance reports that were submitted to Cabinet. Space had also been allocated for Members of any Sub-Committee to refer matters to the Board that they felt merited scrutiny at the Board level.

It was also envisaged that brief updates on the work of each Sub-Committee would be given at each meeting of the Board. Members also noted that the Board would take over responsibility for scrutiny of the Council's overall budget proposals and its Financial Strategy.

Members also noted that the work plan was in draft form at this stage and Members were welcome to make any additions or changes to the proposals during discussion at the initial meeting of the Board or in the future.

During discussions a matter was raised which related to child protection and how the Police were reviewing twelve cases of possible Child sexual exploitation within the borough. Members expressed their concern that Children's Services may have been unaware of the problem.

It was agreed that officers would seek clarification of the situation and report their findings back to the Members of the Board directly before the next meeting.

Members **AGREED** the work programme.

5 **CORPORATE PERFORMANCE REPORT - QUARTER 1 2014/15**

Members considered a report which outlined the Corporate Performance Indicators for Quarter 1 2014/15.

Members discussed the current performance indicator monitoring and agreed that changes were needed to the reports in the future. Items mentioned for change were the colouring of the direction of travel of the indicators that needed to be made clearer for Members to consider. Members also felt it would be useful to ascertain what indicators were statutory and which were corporate.

Members also discussed the need for officers to state in their reasons what actions they planned to take to reverse a poor performing indicator and that the quality of the comments provided by officers needed to improve. There was also some discussion of the effectiveness of Heads of Service setting their own performance targets and what penalties were afforded if targets were not met.

Officers advised that if the yearly agreed targets were not met then financial penalties were levied against the service. Members noted that scrutiny could not change the targets but could only scrutinise performance.

Chairman

Policies, Strategies and Plans 2014-15

. Strategy (S), Toolkit (T), Framework (F), Plan (PL), Guidance/ Procedure (G)

Document Title	Brief Overview	Constitutional, Corporate, Internal or Service	Publication Date	Last Reviewed	Next Review Date	Document Type*	Service	Head of Service
Communications								
Communications Strategy	Being updated in line with the new administration	Internal	2011/14	2011/12	2014/15	S	Communications	Mark Leech
The Way Forward	Sets out the direction of the Council over the next few years	Internal	2013	N/A	N/A		Communications	Mark Leech
Customer Services								
Customer Service Strategy	TBC	Corporate	TBC	TBC	TBC	TBC	Customer Services	Caroline Woolf
Policy & Performance								
Corporate Plan	Sets out the vision, goals, strategic outcomes, key actions and performance indicators for the Council	Constitutional	2011-14	Sep-11	2013/14	PL	Policy & Performance	Phillipa Brent-Isherwood
Corporate Plan on a Page	Sets out the vision, goals, strategic outcomes, key actions and performance indicators for the Council	Constitutional	2014-15	Jan-14	2015/16	PL	Policy & Performance	Phillipa Brent-Isherwood
Consultation Policy	Guidance for staff when going out to consultation	Internal	Mar-14	Mar-14	Jan-16	S	Policy & Performance	Phillipa Brent-Isherwood
Consultation Toolkit	Toolkit to help staff create better consultations	Internal	Aug-12	2013/14	2015/16	T	Policy & Performance	Phillipa Brent-Isherwood
Policy & Strategy Development Framework	Sets out what staff should consider when writing a policy or strategy and the processes and procedures that should be followed	Internal	Jun-14	New	Mar-15	F	Policy & Performance	Phillipa Brent-Isherwood
Corporate Performance Framework	Sets out the Council's approach to Corporate Performance Management and how this fits with other Council documents	Internal	Jun-12	2011/12	2014/15	F	Policy & Performance	Phillipa Brent-Isherwood
Data Quality Strategy	Data Quality arrangements for Corporate Performance Indicators	Internal	2012	2012/13	2014/15	S	Policy & Performance	Phillipa Brent-Isherwood
One Source								
Asset Management								
Corporate Property Strategy		Corporate	TBC	TBC	TBC	S	Asset Management	Mark Butler
Asset Management Plan	Council policies and guidelines in respect of the management of land and property assets	Corporate	2013	2013	TBC	P	Asset Management	Mark Butler
Business Systems								
ICT Roadmap		Internal	TBC	TBC	TBC		Business Systems	Geoff Connell
Business Systems Policy		Internal	TBC	TBC	TBC	P	Business Systems	Geoff Connell
Printing Strategy		Internal	TBC	TBC	TBC	S	Business Systems	Geoff Connell
Web Strategy		Internal	TBC	TBC	TBC		Business Systems	Geoff Connell
Health & Safety Strategy		Corporate	TBC	TBC	TBC	S	Corporate Health & Safety	Geoff Connell
Service Level Agreement		Internal	TBC	TBC	TBC		Business Systems	Geoff Connell
Exchequer Services								
Financial Inclusion Strategy		Corporate	2012	TBC	TBC	S	Exchequer Services	Sarah Bryant
Corporate Complaints Strategy		Corporate	TBC	TBC	TBC		Exchequer Services	Sarah Bryant

Debt Management Strategy		Corporate	TBC	TBC	TBC		Exchequer Services	Sarah Bryant
Financial Services								
Medium Term Financial Strategy		Corporate	TBC	TBC	Annual	S	Finance & Procurement	Deborah Hindson
Treasury Management Strategy		Corporate	Cabinet & Council Feb-11	TBC	Annual	S	Finance & Procurement	Deborah Hindson
Procurement Strategy	How procurement priorities contribute to achieve our Strategic Vision	Corporate	TBC	TBC	2014	S	Finance & Procurement	Deborah Hindson
Financial Procedure Rules (Constitution Part 4)		Constitutional	2012	TBC	TBC		Finance	Deborah Hindson
Contract Procedure Rules	Rules to govern how we procure goods and services to make the most effective and efficient use of resources	Corporate	Refreshed for 2012	TBC	2014		Finance & Procurement	Deborah Hindson
Internal Audit Strategy		Corporate	Mar-13	2012/13	2013/14	S	Finance & Procurement	Deborah Hindson
Internal Audit Plan		Corporate	Apr-13	2012/14	2013/15	PL	Finance & Procurement	Deborah Hindson
Internal Audit Charter and Terms of Reference		Corporate	May-13	2012/15	2013/16	G	Finance & Procurement	Deborah Hindson
Anti Fraud and Corruption Strategy		Corporate	Jun-13	2012/16	2013/17	S	Finance & Procurement	Deborah Hindson
Audit Manual		Internal	n/a	2011/12	2013/14 (March)	G	Finance & Procurement	Deborah Hindson
Fraud Manual		Internal	n/a	2011/12	2014/15	G	Finance & Procurement	Deborah Hindson
Sanctions and Redress Policy (Prosecution Policy)		Corporate	n/a	2012/13	2014/15	P	Finance & Procurement	Deborah Hindson
Bribery Policy		Corporate	TBC	n/a	2012/13 - created	P	Finance & Procurement	Deborah Hindson
Whistleblowing Policy		Corporate	May-13	NK	2013/14	PL	Finance & Procurement	Deborah Hindson
Risk Management Strategy		Corporate	Feb-13	2012/13	2013/14	S	Finance & Procurement	Deborah Hindson
Money Laundering Policy	This Strategy aims to maintain the high standards of conduct which currently exist within the Council by working together to prevent and detect criminal activity through money laundering. It sets out the requirements which must be followed to enable the Council to comply with its legal obligations, and the guidance provided by CIPFA.	Corporate	Apr-12	2012/13	2013/14	P	Finance & Procurement	Deborah Hindson
Legal & Democratic Services								
Corporate Enforcement Policy		Corporate	2012	TBC	TBC	S	Legal Services	Graham White
Strategic HR and OD								
People Strategy	This defines the Council's overall approach to people and change management	Internal	Mar-12	n/a	2014	S	Strategic HR & OD	Caroline Nugent
OD strategy	This defines the Council's overall approach to people and change management	Internal	Oct-13	TBC	2016	s	Strategic HR & OD	Caroline Nugent

Learning & Development Strategy	This section provides information about the Council's Learning and Development (L&D) provision. It includes information regarding different types of L&D solutions, how to choose the most appropriate solution, applying new skills in the workplace and evaluation.	Internal	Aug-12	TBC	2014	S	Strategic HR & OD	Caroline Nugent
Employee Engagement Strategy	Presents an overview of the way that Havering Council aims to relate to its workforce	Internal	2014	TBC	2014	S	Strategic HR & OD	Caroline Nugent
Resourcing Strategy		Internal	2014	TBC	2014	S	Strategic HR & OD	Caroline Nugent
Code of Conduct	This document sets out our expectations for all employees across the Council.	Internal	TBC	TBC	2013	p	Strategic HR & OD	Caroline Nugent
People Performance Framework	This document sets out our vision for managing and driving performance improvement across the Council.	Internal	Jun-11		2014	F	Strategic HR & OD	Caroline Nugent
Reward and Recognition Strategy	Not yet available	Internal	2014		2014	S	Strategic HR & OD	Caroline Nugent
Probation Policy	It is the Council's policy to operate probationary periods for all employees who are new to the employment of the London Borough of Havering	Internal	2011		2014	P	Strategic HR & OD	Caroline Nugent
Recruitment & Selection Policy	The process of recruitment and selection must be fair, systematic, efficient and effective and must ensure equality of opportunity. Appointments must be made in accordance with all relevant statutory obligations, codes of practice, and the processes and procedures contained within this document	Internal	2011		2014	P	Strategic HR & OD	Caroline Nugent
Grievance Policy	The aim of this policy it to help resolve grievances, which employees may have about their employment, promptly and fairly and as near as possible to their point of origin.	Internal	2011		2014	P	Strategic HR & OD	Caroline Nugent
Harassment and Bullying at Work Policy	Any bullying and harassment of staff is totally unacceptable and will not be tolerated by the Authority. Havering would expect that complaints relating to unfair treatment will be dealt with quickly and with sensitivity through the usual supervisory channels	Internal	2011		2014	P	Strategic HR & OD	Caroline Nugent
Family Friendly Policy	This policy and guidelines have been produced to enable employees to have a clear understanding of how to apply for maternity, paternity, adoption and parental leave	Internal	2011		2014	P	Strategic HR & OD	Caroline Nugent
Flexible Working (Hours) Policy	This policy is concerned with introducing innovative ways of working, with the prime objective of improving service delivery. It will also contribute to the Council's Property Strategy and Business Continuity programmes	Internal	2011		2014	P	Strategic HR & OD	Caroline Nugent
Flexible Working (Hours) Policy Managers' Toolkit		Service	2011		2014	T	Strategic HR & OD	Caroline Nugent
Flexible Working 'The Right to Ask' Policy		Internal	2011		2014	P	Strategic HR & OD	Caroline Nugent

Disciplinary Policy Disciplinary Policy Managers' Toolkit	The disciplinary procedure should be used as a management tool to improve standards of conduct in the workplace, to identify issues of poor or unacceptable conduct and to direct the employee towards better standards of conduct	Internal	2011		2014	P	Strategic HR & OD	Caroline Nugent	
		Service	2011		2014	T	Strategic HR & OD	Caroline Nugent	
Performance Improvement Policy Performance Improvement Managers' Toolkit	This policy provides a framework for managers to address poor performance. The Council's objective is to support employees in making the necessary improvements to reach the required standards of performance	Internal	2011		TBC	P	Strategic HR & OD	Caroline Nugent	
	N/A	Service	2011			T	Strategic HR & OD	Caroline Nugent	
Alcohol, Drug and Substance Misuse Policy	The Council supports employee health, safety and welfare within the workplace. The aim is to promote the health, safety and wellbeing of its employees and the environment	Internal	2010		TBC	P	Strategic HR & OD	Caroline Nugent	
	This procedure clearly sets out the process to be followed when an employee voluntarily leaves The London Borough of Havering. This procedure is to be applied to all employees who are voluntarily leaving	Internal	2011				P	Strategic HR & OD	Caroline Nugent
Exit Interview Policy									
Retirement Policy	Havering Council will apply the provisions under the default retirement age during the transitional period until April 2012.	Internal	2011		TBC	P	Strategic HR & OD	Strategic HR & OD	
	The policy will ensure that the Council fulfils its legal obligation under the Equality Act 2010, various other equality legislation and complies with provisions contained in the various Codes of Practice	Internal	2011		2013	P	Strategic HR & OD	Strategic HR & OD	
Equality in Employment Policy	As above	Internal	2011	2012	2014	P	Strategic HR & OD	Caroline Nugent	
Family Friendly Policy									
Leave Policy	The aim of this document is to establish a clear policy for leave for personal or professional reasons, to ensure consistency of approach, to accord with legislation and the Council's commitment to good employment practice.	Internal		2011	2012		P	Strategic HR & OD	Caroline Nugent
	As above	Internal	2011/12	2011	2012		P	Strategic HR & OD	Caroline Nugent
Flexible Working (Hours) Policy									
Flexible Working (Location) Policy	This policy is concerned with introducing innovative ways of working, with the prime objective of improving service delivery. It will also contribute to the Council's Property Strategy and Business Continuity programmes	Internal	2011/12	2012	2013		P	Strategic HR & OD	Caroline Nugent
Organisational Change & Redundancy Policy	The Council will make every effort to minimise the number of compulsory redundancies and wherever possible will seek to achieve reductions in employee numbers through natural wastage, deletion of vacant posts reduction of the use of agency workers, voluntary redundancy, early and flexible retirement and redeployment	Internal	2011/12	2012	2013		P	Strategic HR & OD	Caroline Nugent

Managing Sickness Absence (Health & Wellbeing) Policy	This policy sets out a fair, consistent and sensitive framework to allow managers to manage sickness absence positively and ensure employees are properly supported throughout the process. Managers will work with employees to manage sickness absence, fairly and equitably, to achieve and maintain maximum levels of attendance	Internal	2011/12	2012	2013	P	Strategic HR & OD	Caroline Nugent
Workplace Smoking Policy	Policy to meet legal obligations relating to smoking in the workplace	Internal	2011/12	2014	2016	P	Strategic HR & OD	Caroline Nugent

