



COUNCIL MEETING

7.30 pm Wednesday, 15 July 2015
At Council Chamber - Town Hall

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

Graham White
Monitoring Officer

For information about the meeting please contact:
Anthony Clements tel: 01708 433065
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Please note that this meeting will be webcast.

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

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

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

Reporting means:-

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

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

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

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

AGENDA

1 PRAYERS

2 APOLOGIES FOR ABSENCE

To receive apologies for absence (if any).

Apologies have been received from Councillor Lawrence Webb.

3 MINUTES (Pages 1 - 22)

To sign as a true record the minutes of the meeting of the Council held on 10 June 2015 (attached).

4 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.

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

To receive announcements (if any).

6 PETITIONS

Councillors Ray Best, Jason Frost and Michael Deon Burton have given notice of an intention to present a petition.

To receive any other petition presented pursuant to Council Procedure Rule 23.

7 PROPOSED AMENDMENT TO THE COUNCIL PROCEDURE RULES FOR THE SCOPE OF MOTIONS TO FULL COUNCIL (Pages 23 - 30)

To consider a report of the Governance Committee on a proposed amendment to the Council Procedure Rules for the scope of motions to full Council (attached).

8 DELEGATION OF FUNCTIONS TO THE ONESOURCE JOINT COMMITTEE (Pages 31 - 100)

To consider a report of the Governance Committee on Delegation of Functions to the oneSource Joint Committee (attached, subject to approval by Cabinet).

9 INVESTMENT IN HARROW LODGE PARK (Pages 101 - 114)

To consider a report of an Executive Decision on Investment in Harrow Lodge Park (attached).

10 ANNUAL REPORTS OF COMMITTEES, SUB-COMMITTEES AND MEMBER CHAMPIONS (Pages 115 - 380)

To receive the annual reports of the Audit Committee, Pensions Committee, Standing Advisory Council on Religious Education, the Overview and Scrutiny Sub-Committees and the Member Champions (attached).

Note: The deadline for receipt of amendments to reports published with the final agenda is midnight, Monday 13 July 2015.

11 MEMBERS' QUESTIONS (Pages 381 - 384)

Attached.

12 MOTIONS FOR DEBATE (Pages 385 - 388)

Motions paper attached.



**MINUTES OF A MEETING OF THE COUNCIL OF THE
LONDON BOROUGH OF HAVERING
Havering Town Hall, Romford
10 June 2015 (7.30pm – 10.40pm)**

Present: The Mayor (Councillor Brian Eagling) in the Chair.

Councillors Clarence Barrett, Robert Benham, Ray Best, Wendy Brice-Thompson, Michael Deon Burton, Joshua Chapman, John Crowder, Philippa Crowder, Keith Darvill, Meg Davis, Osman Dervish, Ian De Wulverton, Nic Dodin, Alex Donald, David Durant, Gillian Ford, Jason Frost, Jody Ganly, John Glanville, Linda Hawthorn, Philip Hyde, Steven Kelly, Phil Martin, Barbara Matthews, Robby Misir, Ray Morgon, Barry Mugglestone, John Mylod, Stephanie Nunn, Garry Pain, Dilip Patel, Viddy Persaud, Roger Ramsey, Keith Roberts, Patricia Rumble, Carol Smith, Frederick Thompson, Linda Trew, Jeffrey Tucker, Linda Van den Hende, Lawrence Webb, Roger Westwood, Damian White, Michael White, Reg Whitney, Julie Wilkes, Darren Wise and John Wood.

Approximately ten Members' guests and members of the public were present.

Apologies were received for the absence of Councillors June Alexander, David Johnson, Ron Ower, Melvin Wallace and Graham Williamson.

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

Father Hingley, Vicar, the Parish Church of St Alban, Protomartyr, Romford opened the meeting with prayers.

The meeting closed with the singing of the national anthem.

11 **MINUTES (agenda item 3)**

The minutes of the meetings of the Council held on 20 May 2015 were before the Council for approval. It was noted that a correct version of appendix 2 of the minutes of the Annual Meeting of the Council was shown in the supplementary agenda.

It was **AGREED**, without division, that the minutes of the Extraordinary and Annual meetings of the Council be signed as a correct record.

RESOLVED:

That the minutes of the meetings of the Council held on 20 May 2015, be signed as a correct record.

12 **DISCLOSURE OF PECUNIARY INTERESTS (agenda item 4)**

There were no disclosures of interest.

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

The Mayor announced that his charities for the year would be First Step and the Special Care Baby Unit at Queen's Hospital. The Mayor also asked all Members to ensure that good standards of behaviour were observed at all times during Council meetings.

The Mayor also announced that this would be the final Council meeting attended by Joy Hollister – Group Director of Children, Adults and Housing who was leaving the Council to take up a position at Derbyshire County Council. The Mayor thanked Joy for her hard work on behalf of the Council and the Leader and eight other Members also spoke in tribute to Joy and her achievements during her time at Havering.

The text of the announcements given by the Leader of the Council is shown in appendix 1 to these minutes.

14 **PETITIONS (agenda item 6)**

Pursuant to Council Procedure Rule 23, the following petitions were presented:

From Councillor Keith Roberts concerning inconsiderate parking across driveways in Wennington Road.

From Councillor David Durant against parking restrictions in Ingreborune Road.

From Councillor Dilip Patel requesting a traffic calming scheme in Percy Road and Linley Crescent.

It was **NOTED** that the petitions would be passed to Committee Administration for attention in accordance with the Council's Petitions Scheme.

15 **CHANGES TO THE CALL-IN PROCESS FOR REGULATORY SERVICES COMMITTEE**(agenda item 7)

A report of the Governance Committee invited Council to agree some changes to the call-in process for planning applications brought before the Regulatory Services Committee. This sought to restrict the normal call-in process to Councillors for the ward in which the planning application site was located whilst retaining a procedure whereby, in exceptional circumstances, an application could still be called-in by non-ward Councillors.

The recommendations of the Governance Committee were **AGREED** without division and it was **RESOLVED** that:

1. **Committee Procedure Rule 13(e) of the Council's Constitution be revised to read the following:**

(e) Only a Councillor representing the ward in which the planning application is located, or in exceptional circumstances any member of the Council, may call-in an application before the Regulatory Services Committee. Any such request for call-in must be received by the Head of Regulatory Services in writing (to include email and facsimile) and must set out detailed reasons for the call in which must be related solely to matters of material planning concern. Any Member of the planning committee calling in a matter must take care to express themselves in a manner which would not amount to bias or pre-determination should they intend to take part in the meeting.

2. **That Section 3.6.6(d) be revised to read the following:**

“Members of the Ward in which a proposal is situated may request that an application be referred to the Regulatory Services Committee for determination. Such request must be made in writing to the Head of Regulatory Services personally.

If no such request is received by the deadline of that period the Head of Regulatory Services may determine the application.

If any Member considers there are exceptional circumstances warranting the calling in of a planning application which is not situated within their Ward then they must seek and obtain approval from the Head of Regulatory Services.”

3. That the Council’s Monitoring Officer be authorised to make the necessary change to the Council’s Constitution, should the proposal be agreed by Council.

16 **CHANGES TO DELEGATED POWERS – REGULATORY SERVICES (agenda item 8)**

A report of the Governance Committee asked Council to agree a short amendment to the constitution authorising the Head of Regulatory services to take any necessary action to achieve compliance with an enforcement case, including Enforcement Notices and Listed Building Notices. The wording to amend the Constitution in this regard had been inadvertently omitted from the report on this matter considered by Council at its meeting on 28 January 2015.

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

That Section 3.6.6 (p) of the Council’s Constitution be amended to include the following additional wording:

“... and to take any action necessary to achieve compliance with a notice, including commencing proceedings for injunctions and demolishing buildings.”

17 **APPOINTMENT OF A DIRECTOR OF LEGAL AND GOVERNANCE - ONESOURCE (agenda item 9)**

A report of the Monitoring Officer invited Council to delegate the confirmation of preferred candidates for appointments to the Appointments Sub-Committee as this would streamline the process of involved with oneSource appointments.

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

That Council delegate the confirmation of preferred candidates for appointments to the Appointments Sub-Committee.

18 REVISION TO THE COUNCIL'S TREASURY MANAGEMENT STRATEGY (agenda item 10)

A report of the Group Director of Communities and Resources asked Council to agree an amendment to paragraph 4.3, Table 2 of the Treasury Management Strategy. This would authorise the making of loans up to £15 million to the wholly owned arm's length company of the Council which had recently been set up by Cabinet to develop homes for market rent and sale.

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

The list of approved Counter parties (as set out in paragraph 4.3 Table 2) be expanded to include the following:

- **Approved Counterparty:**
Wholly owned subsidiary of the London Borough of Havering.
- **Loan Value : up to £15m**
- **Duration: Unlimited but subject to the approval of the Business plan**

19 ALLOCATION OF SEATS ON THE COMMITTEES OF THE COUNCIL (agenda item 10A)

Following the withdrawal of Councillor Hyde from the United Kingdom Independence Party Group, there was before Council a report of the Chief Executive concerning the allocation of seats on the Committees of the Council and advising on revised political balance issues.

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

That Council agrees to the default seat allocation as set out in Appendix 2 to these minutes.

20 **ELECTION OF A VICE-CHAIR OF THE INDIVIDUALS OVERVIEW AND SCRUTINY SUB-COMMITTEE (agenda item 10B)**

Following the withdrawal of Councillor Hyde from the United Kingdom Independence Party Group, Councillor Rumble had been nominated as Vice-Chair of the Individuals Overview and Scrutiny Sub-Committee.

The appointment of Councillor Rumble was **AGREED** without division and Councillor Rumble was therefore declared **ELECTED** as Vice-Chair of the Individuals Overview and Scrutiny Committee.

21 **DEBATE ON STATEMENT BY THE LEADER OF THE COUNCIL (agenda item 11)**

Deemed motion by the Conservative Group

That the statement given by the Leader of the Council at the Annual Meeting of the Council on 20 May 2015 be received.

Amendment by the Residents' Group

In light of the Leader's statement at Annual Council that the council is set for some challenging times ahead, this council agrees that a comprehensive review is undertaken to ensure that the management of this council is the most effective and efficient that it can be. Although not an exhaustive list, this will include looking at targets set, how individual output and training is measured and monitored, quality of work checked, procedures reviewed, documented and technology used to ensure that this council is the most streamlined and cost effective.

Following debate, the amendment by the Residents' Group was **AGREED** without division.

RESOLVED:

In light of the Leader's statement at Annual Council that the council is set for some challenging times ahead, this council agrees that a comprehensive review is undertaken to ensure that the management of this council is the most effective and efficient that it can be. Although not an exhaustive list, this will include looking at targets set, how individual output and training is measured and monitored, quality of work checked, procedures reviewed, documented and technology used to ensure that this council is the most streamlined and cost effective.

22 **MEMBERS' QUESTIONS (agenda item 12)**

Fifteen questions were asked and replies given.

The text of the questions, and their answers, are set out in **Appendix 3** to these minutes.

23 **LEADER OF THE COUNCIL (agenda item 13A)**

Motion on behalf of the Independent Residents' Group

The Council Leader was elected in a hung council on a promise to adopt a consensual approach and respect other groups, but this promise was wilfully broken at the Annual Council meeting. Thus this Council calls on the Council Leader to resign to allow a new contest for Council Leader to be held.

A procedural motion that, under Council procedure rule 12.1 (o) the Leader of the Council be given 10 minutes to reply to the motion during general debate was **CARRIED** without division.

During the course of debate, a motion that Councillor Tucker be no longer heard was **CARRIED** without division.

During the course of debate, a motion that Councillor Durant be no longer heard was **CARRIED** by 40 votes to 4 (see division 1).

Following debate, the motion on behalf of the Independent Residents' Group was **NOT CARRIED** by 45 votes to 3 (see division 2).

24 **VOTING RECORD**

The record of voting decisions is attached as **Appendix 4**.

Mayor
15 July 2015

Full Council – 10 June 2015

ANNOUNCEMENTS BY THE LEADER OF THE COUNCIL

- Mr Mayor – at the Annual Council meeting I spoke of the challenges we face in the coming years and the hard work of managing the Borough on an ever-tightening budget.
- But I closed my speech by reminding us all that the future can still be bright – and that we still have the chance to chart a positive course for Havering and its residents.
- One of the ways we can do that is to work with organisations that are able to invest in our Borough and use our influence to shape that investment to get the best for Havering.
- Tonight I want to tell you about two very striking examples of investment in the Borough that perfectly illustrate how Havering can benefit from a wide partnership of support.
- First and most excitingly, I hope many of you will be aware of yesterday's announcement from the GLA, marking a huge turning point for the south of the Borough.
- Yesterday morning I attended the launch in central London of the Beam Park project attended by Deputy London Mayor for Housing and many potential development partners and professionals with the Leader of LBBD
- The Mayor of London has announced that major regeneration is set for Beam Park – a disused industrial area to the west of Rainham.
- The Mayor's vision, which we share, would see the creation of a new community, providing a mixture of private and affordable housing for thousands of residents.
- This new community – a brand new garden suburb - will be served by a brand new railway station at Beam Park, which has already been approved for funding by TfL. That station will offer local people a twenty-minute link in to the City, making the Beam Park Garden Suburb an attractive option for commuters.

- This will also be a huge benefit to existing residents in that area
- But the Mayor's announcement will also be the catalyst for further investment in jobs and infrastructure in the area, with new opportunities for industry opening up along the riverside in Dagenham and Rainham.
- For our part, we have started consultation with local people in Rainham about a masterplan for the future and we expect confirmation that our bid for Housing Zone investment in Beam Park will be confirmed shortly, so we can help deliver on the promise of the area.
- At the launch the importance of the Housing Zone funding to the improvement of the whole area was set out
- That would mean investment in the run-down industrial areas along the A1306, to create attractive housing developments, linked by a tree-lined boulevard, with access to new open, green space.
- And it would lead to the development of community facilities - like schools, health services and leisure, that will make the communities of Rainham and Beam Park sustainable and attractive places to live and raise a family for generations to come.
- During the launch it was indicated that there would be a total housing zone investment of £30 million with a total of 3,400 new homes at Beam Park and other areas to be developed. There would be a total investment value of £763 million and the creation of a potential 6,200 jobs during the construction period.
- Beam Park shows what's possible, with major investment from outside bodies – in this case the Mayor of London – but there are smaller investments being made across Havering that make a real difference too.
- Veolia is an organisation that has long held a stake in Havering. It's a large employer based in the south of the Borough.
- But Veolia also has a long history of investing in the Havering community and we as a Council have worked with them for many

years to direct that investment at projects large and small that we feel will benefit local people.

- Tonight, I'm very pleased to announce that the Veolia North Thames Trust Board has just approved a broad range of investments in the community – from small purchases, to local improvements costing tens of thousands of pounds. These include:
 - The purchase of equipment for the Rush Green Project group
 - A £5,000 grant to the Friends of Harold Wood Park, to create a scooter park for young people
 - Floodlights for the Upminster Hall Sports Association
 - £35,000 to the Elm Park Community Association for roof repairs
 - A new boiler and upgraded windows for the Robert Beard Youth Centre
 - And £90,000 worth of playground improvements in Upminster and Harold Hill
- These two examples demonstrate both the importance of our role in influencing major infrastructure investment in Havering and also the work we do as a community broker – matching local needs to local investors.
- Both approaches will become ever more vital, as our own resources are squeezed in the years ahead.

RECOMMENDED SEAT ALLOCATION

Having regard to the principles of political balance and of seat allocation referred to in Appendix 1 of the report to Council, the following allocation of 134 seats is recommended on the basis that, taking all factors into account, it shows a “reasonably practicable” allocation of seats and is therefore the preferred position.

		CONSERVATIVE	RESIDENTS	EHRG	UKIP	IRG
Governance	13	6	3	2	1	1
Licensing	11	5	3	1	1	1
Regulatory Services	11	5	2	2	1	1
Highways	11	5	2	2	1	1
Adjudication	10	4	2	2	1	1
Pensions	7	3	2	1	1	0
Audit	6	2	1	1	1	1
Rainham & Sth Hx WP	6	2	1	1	1	1
Children's	9	4	2	1	1	1
Board	16	7	3	2	2	2
Towns	9	4	2	1	1	1
Individuals	7	3	1	1	1	1
Crime	6	2	1	1	1	1
Health	6	3	1	2	0	0
Environment	6	2	2	1	1	0
Seats Allocated	134					

1. StreetCare enquiries**To the Cabinet Member for Environment, Councillor R. Benham**

From Councillor B. Mugglestone

Would the Cabinet Member confirm the number of StreetCare enquiries on the CRM system that have not been closed down and the date of the oldest outstanding service request?

Answer:

Having discussed this question with officers, it's clear that we need to cleanse the data on the system before I can give you an accurate answer. The data includes historic enquires that have been dealt with but not closed down on the system, duplicate enquiries and other data issues.

This must be set in the context of the sheer volume of enquiries received by the Council about StreetCare issues. We regularly receive between 250 and 300 new enquiries every day, which need to be assessed and given an appropriate response – that's clearly a huge task.

Nevertheless, I would like to give Cllr Mugglestone an undertaking that the data cleansing will be done as soon as possible and I will respond to him in writing before the next Council meeting on 15th July.

In response to a supplementary question, the Cabinet Member agreed to investigate any specific examples reported of cases that had been closed down on the CRM system but were in fact still live.

2. Sale of Council owned land (three questions, taken together)**To the Leader of the Council, Councillor R. Ramsey**

From Councillor L. Webb

1. In the last five years how many parcels of the council owned land have been sold, with and without planning permission?

Council 10 June 2015, Appendix 3

2. Of the parcels of land sold with planning approval, how many of them had a subsequent planning application made for more properties or indeed a property with a larger footprint?

3. Please provide a breakdown of the prices achieved for each of these parcels of land?

Answer

This is a very detailed question and we will need to provide a written answer after the council.

5. Planning permission for gravel extraction and landfill**To the Cabinet Member for Regulatory Services & Community Safety,
Councillor O. Dervish**

From Councillor K. Roberts

There are a number of live and pending gravel extraction/landfill applications in the south of the borough that are being individually recommended for approval, but which would be rejected if they were all submitted as one application!

Does the Cabinet Member agree the planning department should consider and report on the cumulative impact of individual gravel extraction/landfill applications before recommending approval?

Answer

The premise of this question is wrong. We have looked at the cumulative impact of each of these applications as part of the usual planning application process. The outcome would not be any different had the applications been submitted as one.

Cumulative impact depends on the nature of the proposal, its location, its proximity to other sites and the use/capacity of the road network.

Council 10 June 2015, Appendix 3

In response to a supplementary question, the Cabinet Member agreed to supply to Councillor Roberts, after the meeting, an update on the position with the planning application for a gravel pit adjacent to Wennington Village.

6. **Highways contract**

To the Cabinet Member for Environment, Councillor R. Benham

From Councillor R. Morgon

Would the Cabinet Member advise how a Highways Maintenance Support Sub-Contractor (Miller Bros) has been able to operate for the Council without a contract since September 2009?

Answer

The contract with Miller Bros actually lapsed in 2011. It does appear that there was an administrative mistake at that time and, as a result, the contract was not renewed as it should have been.

It's worth noting that Miller Bros is one of four organisations the Council uses for highways maintenance works. It is a local company, based in Harold Wood and it has always delivered a high standard of service. Nevertheless, as soon as the lapse in the contract came to light, the Council took legal advice.

Officers believe that under the terms of contract, the firm is entitled to a notice period to end its contract and legal officers are currently advising on the correct course of action. Our preference is to coincide the termination of the Miller Bros contract with the end date of other highways contracts – allowing us greater flexibility to explore new and more efficient ways of commissioning highways works.

In response to a supplementary question, the Cabinet Member confirmed he was investigating what had gone wrong in this instance as well as the status of other contracts in order to avoid any repeat of the situation.

7. Council Tax on empty properties**To the Cabinet Member for Financial Management, Councillor C. Barrett**

By Councillor L. Webb

Given the Council's recent decision to charge a higher Council Tax for those properties that have been empty for two years and are 'substantially unfurnished' can the Cabinet Member give a legal definition for the term 'substantially unfurnished'?

Answer

There is no legal definition for "substantially unfurnished" within the council tax regulations. However, the Department for Communities and Local Government have recently given the following guidance in respect of empty and second homes, this is as follows:

"A property which is substantially unfurnished is unlikely to be occupied or be capable of occupation. A property which is capable of occupation can reasonably be expected to contain some, if not all, items from both of the following categories: furniture such as bed, chairs, table, wardrobe or sofa, and white goods such as fridge, freezer or cooker."

In response to a supplementary question, the Cabinet Member confirmed that interpretation of the legislation was a matter for the Local Authority and that non-payers of the higher Council Tax level would be subject to the usual recovery procedures.

8. Legal action against the Government**To the Leader of the Council, Councillor R. Ramsey**

From Councillor D. Durant

A Recorder (15/5/15) news item reports the Council Leader saying, "Havering will not join other boroughs in suing the Government over funding."

Council 10 June 2015, Appendix 3

Can the Council Leader expand on this by naming the other boroughs, the action taken, costs involved and whether this 'group action' is a matter for the new North East London Strategic Alliance [includes Havering] to pursue?

Answer

The Romford Recorder article names Barking & Dagenham and Redbridge as councils that may launch legal action and as was also reported I stated that Havering would not be averse to join in if there was any chance of success.

However, the advice that we have had is that there is little prospect of success as the process has been followed properly and therefore it would be a waste of taxpayers money to employ expensive barristers at this time.

This action is being taken by these council's and is not an issue for NELSA as NELSA is a lobbying and influencing group rather than one that would take direct action like these proceedings. We always fight to get a fairer deal for Havering and have raised our case several times directly with the Minister.

In response to a supplementary question, the Leader of the Council reiterated that he would follow the advice that any legal action was not sufficiently likely to be successful, given the very high legal costs involved. He added that other boroughs had not finally decided to take legal action and that the North East London Strategic Alliance was designed as a lobbying group, not to be a vehicle for launching legal action.

9. Public Realm**To the Cabinet Member for Housing, Councillor D. White**

From Councillor B. Matthews

Given the difficulties that members have in distinguishing between Housing and StreetCare land, would the Cabinet Member agree that it is time to review whether the Council could operate a "one Public Realm" operation.

Answer

The Council maintains all grassed and planted areas in the borough, including land attributable to the HRA. Tenants and Leaseholders pay their additional service

charges for grounds maintenance which is why there may be different regimes in place to those in other areas. We know our residents take great pride in where they live which is why we want Havering to be as clean and safe as it can be.

In response to a supplementary question, the Cabinet Member agreed that, if it were possible under the Regulations governing the use of HRA funding, a 'one Public Realm' operation would be beneficial to the Council.

10. Romford Leisure Development

To the Leader of the Council, Councillor R. Ramsey

From Councillor J. Tucker

Just prior to the General Election the Council erected banners advertising the commencement of work on building the new Romford Leisure Centre. Please provide an update regarding this work and a date for when the Leisure Centre will be completed.

Answer

We are committed to providing a state-of-the-art new leisure centre in the heart of Romford and this is now a step closer as preliminary works have already been carried out ahead of the main development. We are now in very advanced discussions with Morrisons regarding the next stage of work that they will implement, including office demolition and the provision of a new electricity sub-station. Any project of this size and complexity can and will ebb and flow it is not therefore possible to give specific dates at this point although progress is being made.

In response to a supplementary question, the Leader of the Council confirmed that he believed and hoped the development would happen. A binding contract was in place and the Leader would be meeting with Morrisons to review progress.

11. CCTV for dog fouling**To the Cabinet Member for Environment, Councillor R. Benham**

By Councillor J. Wilkes

Given the increasing number of reports of dog fouling, would the Cabinet Member agree to using covert CCTV to catch offenders in “hot spots” in the same way as they use CCTV to catch fly-tippers?

Answer

On the face of it, this sounds like a good idea, but there are significant differences between catching fly-tippers and catching irresponsible dog owners. CCTV can be used to identify the motor vehicles used by fly-tippers through DVLA records, but it's extremely difficult to identify a man or woman walking a dog and trace their address. For the most part we need to catch dog owners in the act of allowing their dogs to foul public land – so we do undertake patrols and we do ask the public to report hot spots. Most importantly, we try very hard to encourage dog owners to pick up after their animals.

In response to a supplementary question, the Cabinet Member confirmed that he was happy to look with offices at the possibility of using relocatable cameras at dog fouling hotspots. Extra dog bins had also been provided and a stall re this issue was taken at the Havering Show. The Cabinet Member also felt that dog licences should be reintroduced and would discuss this with the local MP.

12. New Plymouth and Napier Houses**To the Cabinet Member for Housing, Councillor D. White**

By Councillor M. Deon Burton

Please provide an update regarding the refurbishment of New Plymouth House and Napier House and whether the Council intends to proceed with the 'Winter Gardens' balconies?

Answer

I am delighted to be asked this question as it allows me to confirm that following a procurement exercise officers will shortly be making a recommendation to Cabinet to award a contract to undertake the external refurbishment and the provision of winter gardens at Napier and New Plymouth Houses.

Officers undertook several value for money exercises to ensure the investment made will bring the maximum benefit to residents and the housing stock portfolio. The exercises are now complete but they have meant there has been an understandable delay in bringing the recommendation forward.

A public meeting with residents to update them on progress took place [on 4 June](#) and we can all now look forward to much improved facilities for the residents of Napier and New Plymouth Houses.

In response to a supplementary question, the Cabinet Member stated he would provide a written response confirming if the work would be as originally proposed and an indication of the end date, if this was available.

13. Fly-tipping**To the Cabinet Member for Environment, Councillor R. Benham**

By Councillor J. Ganly

Would the Cabinet Member agree to bring forward a report to Cabinet by the Autumn to formalise the Council's policy on the removal of fly-tips from private land?

Answer

In general, the Council has always maintained that waste dumped on private land is the responsibility of the landowner. However, we do recognise that there are instances where enforcement action against the landowner is not practical or fair – so we are looking at refining the Council's policy in the coming months to ensure that we deliver a cleaner Borough, this will have to form part of the Council's budget strategy as this may require additional capacity.

14. Recycling**To the Cabinet Member for Environment, Councillor R. Benham**

By Councillor S. Nunn

Would the Cabinet Member confirm how StreetCare will reach its recycling target set by Government by 2020?

Answer

The recycling targets are set nationally and are a challenge for all London Boroughs. Our performance is very respectable and we will continue to encourage recycling, both through the orange bag collections and through recycling sites across Havering.

Our other, perhaps even more important challenge, is how we reduce the overall level of waste that the Borough produces. That tonnage is a major financial challenge for the future, with likely increases to the levy we pay for waste disposal running at around a million pounds a year. So alongside our campaign to increase recycling, we will continue to encourage local people to do what they can to reduce overall waste.

In response to a supplementary question, the Cabinet Member confirmed he would look into why recycling was not separated from ordinary rubbish at the recent Langtons concert.

15. Parking meters**To the Cabinet Member for Environment, Councillor R. Benham**

By Councillor R. Whitney

Would the Cabinet Member confirm why new parking meters have been installed so soon after previous parking meters have been put in place, what has happened to the old meters and when the new meters will accept new coinage?

Answer

Pay & Display machines have been upgraded as part of the new tariff arrangement. The last time we installed new pay & display machines was in 2012 and these were in the following locations:

Hilldene Shopping Centre
Collier Row Shopping Centre
Hornchurch; Appleton Way, Mavis Grove, Cumberland Avenue, Kenilworth Gardens and Butts Green Road
Cranham; Front Lane & Moor Lane
Upminster; Upminster Bridge and Corbetts Tey Road
Hornchurch; Hornchurch Road
Gidea Park; Heath Park Drive, Balgores Crescent; Crossways
Hornchurch Station area
Wennington Road

All of these pay & display accept new coins.

In response to a supplementary question, the Cabinet Member agreed to investigate why old parking machines could only accept old coinage.

VOTING RECORD

<i>DIVISION NUMBER:</i>	1	2
The Mayor [Cllr. Brian Eagling]	✓	✗
The Deputy Mayor [Cllr. Philippa Crowder]	✓	✗
<u>CONSERVATIVE GROUP</u>		
Cllr Roger Ramsey	✓	✗
Cllr Robert Benham	✓	✗
Cllr Ray Best	✓	✗
Cllr Wendy Brice-Thompson	✓	✗
Cllr Joshua Chapman	✓	✗
Cllr John Crowder	✓	✗
Cllr Meg Davis	✓	✗
Cllr Osman Dervish	✓	✗
Cllr Jason Frost	✓	✗
Cllr Steven Kelly	✓	✗
Cllr Robby Misir	✓	✗
Cllr Garry Pain	✓	✗
Cllr Dilip Patel	✓	✗
Cllr Viddy Persaud	✓	✗
Cllr Carol Smith	✓	✗
Cllr Frederick Thompson	✓	✗
Cllr Linda Trew	✓	✗
Cllr Melvin Wallace	A	A
Cllr Roger Westwood	✓	✗
Cllr Damian White	✓	✗
Cllr Michael White	✓	✗
<u>RESIDENTS' GROUP</u>		
Cllr Ray Morgon	✓	✗
Cllr June Alexander	A	A
Cllr Nic Dodin	✓	✗
Cllr Jody Ganly	✓	✗
Cllr Barbara Matthews	✓	✗
Cllr Barry Mugglestone	O	✗
Cllr John Mylod	✓	✗
Cllr Stephanie Nunn	O	✗
Cllr Reg Whitney	✓	✗
Cllr Julie Wilkes	O	✗
Cllr John Wood	✓	✗
<u>EAST HAVERING RESIDENTS' GROUP</u>		
Cllr Clarence Barrett	✓	✗
Cllr Alex Donald	✓	✗
Cllr Gillian Ford	✓	✗
Cllr Linda Hawthorn	✓	✗
Cllr Ron Ower	A	A
Cllr Linda Van den Hende	✓	✗
Cllr Darren Wise	✓	✗
<u>UK Independence Party</u>		
Cllr Lawrence Webb	✓	✗
Cllr Ian De Wulverton	✓	✗
Cllr John Glanville	✓	✗
Cllr David Johnson	A	A
Cllr Phil Martin	✓	✗
Cllr Patricia Rumble	✓	✗
<u>INDEPENDENT LOCAL RESIDENTS' GROUP</u>		
Cllr Jeffrey Tucker	✗	✓
Cllr Michael Deon Burton	✗	O
Cllr David Durant	✗	✓
Cllr Keith Roberts	✗	✓
Cllr Graham Williamson	A	A
<u>LABOUR</u>		
Cllr Keith Darvill	O	✗
<u>INDEPENDENT</u>		
Cllr Philip Hyde	O	✗
<u>TOTALS</u>		
✓ = YES	40	3
✗ = NO	4	45
O = ABSTAIN/NO VOTE	5	1
ID = INTEREST DISCLOSED/NO VOTE	0	0
A = ABSENT FROM MEETING	5	5
	54	54

COUNCIL, 15 JULY 2015

REPORT OF THE GOVERNANCE COMMITTEE

PROPOSED AMENDMENT TO THE COUNCIL PROCEDURE RULES FOR THE SCOPE OF MOTIONS TO FULL COUNCIL

Governance Committee, at its meeting on 1 July considered a report (attached) concerning proposed amendments to the procedure rules for the scope of motions submitted for consideration at meetings of Full Council. In drafting the proposed revised wording, account had been taken of the existing provision within the Council's Constitution and that of all other London Boroughs (except for Enfield and the City which were not available at time of reporting).

This was brought about following events at a recent meeting of Full Council. It was therefore recommended that Council Procedure Rule 11.4 be amended to ensure that complaints which were made against a Councillor or a Council Officer and which were therefore subject to separate procedures were rejected as a matter of course. The revised wording recommended in the report sought to do that. In addition, it was proposed that the authority to reject such motions be delegated to the Council's Monitoring Officer.

The Governance Committee accordingly recommends to Council that:

1. Council Procedure Rule 11.4 of the Council's Constitution be revised the read the following:

11.4 Scope

(a) Motions must be relevant to a matter in which the Council has powers or duties or which affects the borough.

(b) The Monitoring Officer may reject a Motion if it:

i. is not about a matter for which the local authority has a responsibility or which affects the borough;

ii. is defamatory, derogatory, vexatious, scurrilous, frivolous or offensive;

iii. is substantially the same as a motion which has been put at a meeting of Full Council in the past six months;

iv. requires the disclosure of confidential or exempt information;

v. seeks to pursue or further a complaint against a Councillor or an Officer of the Council, where other channels already exist for the determination of complaints.

c). Where it would assist the proper or efficient conduct of the Council's business, the Mayor may direct that two or more motions relating to the same matter shall be debated together, with a separate vote on each one at the conclusion of the debate.

(d) The Monitoring Officer shall be entitled to clarify the wording of motions and amendments with the proposer before committing the motion or amendment to the agenda and shall be entitled to amend the wording of a motion or amendment in consultation with the proposer prior to the meeting to clarify, correct, or make sense of the particular wording.

The Monitoring Officer shall consult the Mayor if agreement on such clarification cannot be reached and the Mayor may direct that the motion or amendment shall not be included in the summons.

2. That the Council's Monitoring Officer be authorised to make the necessary change to the Council's Constitution, should the proposal be agreed by Council.

GOVERNANCE COMMITTEE
1 July 2015

Subject Heading:

**Proposed amendment to the Council
Procedure Rules for the scope of
Motions to Full Council**

CMT Lead:

Andrew Blake-Herbert

Report Author and contact details:

Andrew Beesley
Committee Administration & (Interim)
Member Services Manager
01708 432437
andrew.beesley@onesource.co.uk

Policy context:

Council Procedure Rules, Council
Constitution.

Financial summary:

There are no costs associated with this
report

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

Havering will be clean and its environment will be cared for	<input type="checkbox"/>
People will be safe, in their homes and in the community	<input type="checkbox"/>
Residents will be proud to live in Havering	<input checked="" type="checkbox"/>

SUMMARY

In light of recent events, the Committee is invited to consider proposed amendments to the procedure rules for the scope of motions submitted for consideration at meetings of Full Council. In drafting the proposed revised wording, account has been taken of the existing provision within the Council's Constitution and that of all other London Boroughs (except for Enfield and the City which were not available at time of reporting).

RECOMMENDATIONS

It is recommended to Council:

1. That Council Procedure Rule 11.4 of the Council's Constitution be revised the read the following:

11.4 Scope

(a) Motions must be relevant to a matter in which the Council has powers or duties or which affects the borough.

(b) The Monitoring Officer may reject a Motion if it:

i. is not about a matter for which the local authority has a responsibility or which affects the borough;

ii. is defamatory, derogatory, vexatious, scurrilous, frivolous or offensive;

iii. is substantially the same as a motion which has been put at a meeting of Full Council in the past six months;

iv. requires the disclosure of confidential or exempt information;

v. seeks to pursue or further a complaint against a Councillor or an Officer of the Council, where other channels already exist for the determination of complaints.

c). Where it would assist the proper or efficient conduct of the Council's business, the Mayor may direct that two or more motions relating to the same matter shall be debated together, with a separate vote on each one at the conclusion of the debate.

(d) The Monitoring Officer shall be entitled to clarify the wording of motions and amendments with the proposer before committing the motion or amendment to the agenda and shall be entitled to amend the wording of a motion or amendment in consultation with the proposer prior to the meeting to clarify, correct, or make sense of the particular wording. The Monitoring Officer shall consult the Mayor if agreement on such clarification cannot be reached and the Mayor may direct that the motion or amendment shall not be included in the summons.

2. That the Council's Monitoring Officer be authorised to make the necessary change to the Council's Constitution, should the proposal be agreed by Council.

REPORT DETAIL

In accordance with the Local Governance Act 1972, the rules concerning the submission of motions for consideration at meetings of Full Council are set out in Part 4, Sections 11, 12 and 14 (Council Procedure Rules) of the Council's Constitution. Council Procedure Rule 11.4 sets out specifically the scope for which the wording of motions can be accepted or rejected.

Following events at a recent meeting of Full Council, it is recommended that Council Procedure Rule 11.4 be amended to ensure that complaints which are made against a Councillor or a Council Officer and which are therefore subject to separate procedures, are rejected as a matter of course. The revised wording recommended in this report seeks to do that. In addition, it is proposed that the authority to reject such motions be delegated to the Council's Monitoring Officer.

To assist Members, attached at Appendix A is a detailed breakdown of the associated procedure rules from other London Boroughs. Members will note that the revised wording proposed in the report provides consistency with that of some other London Boroughs.

IMPLICATIONS AND RISKS

Financial implications and risks:

There are no immediate financial implications arising from this report.

Legal implications and risks:

There are no legislative requirements in respect of motions and the Council has the discretion to make whatever rules it wishes in the interests of good governance. There are no immediate legal implications arising from this report.

Human Resources implications and risks:

There are no immediate human resources implications arising from this report other than for the Monitoring Officer to make the revisions to the Council's Constitution should the recommendations be adopted.

Equalities implications and risks:

There are no immediate equalities implications arising from this report.

BACKGROUND PAPERS

None

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APPENDIX A
London Borough

Barking & Dagenham	A notice of motion must relate to a matter which affects the Council or its area and must relate to a matter in respect of which the Council has a relevant function.
Barnet	Motions must consist of comments or requests addressed to the Council. They must address broad policy issues and relate to the Council's powers or duties or matters that affect the Borough or its residents. Motions may not promote a policy initiative which has been rejected or negate a policy initiative that has been agreed by the Council or its Committees in the 6 months before the meeting.
Bexley	Constitution unavailable- currently being updated
Brent	Does not define the scope- just states a maximum of 3 Motions per meeting
Bromley	Every motion shall be relevant to a matter in which the Council has powers or duties or which affects the Borough. The Mayor shall, if a need arises, give a ruling on the relevance of motions
Camden	Motions must be about matters for which the Council has a responsibility or which affect the Borough.
Croydon	If any Motion is considered to be not in order it shall be submitted to the Mayor for consideration. If the Mayor considers that the Motion is out of order, the Member responsible for proposing the Motion shall be informed.
Ealing	(a) Motions must be about some matter over which the Council has powers or duties or which directly or indirectly affects the borough and/or the people living in it and/or on which the member properly considers the council should express its view. (b) In the event of dispute as to whether or not a motion falls within the scope of the above, the matter shall be resolved by an ordinary vote.
Greenwich	Every Motion must be relevant to some matter for which the Council has responsibility or which affects the Borough or its inhabitants.
Hackney	The Monitoring Officer may reject a Motion if it: i. is not about a matter for which the local authority has a responsibility or which affects the borough; ii. is defamatory, frivolous or offensive; iii. is substantially the same as a motion which has been put at a meeting of Full Council in the past six months; iv. requires the disclosure of confidential or exempt information; v. seeks to pursue or further a complaint against the Council where other channels already exist for the determination of complaints
Hammersmith & Fulham	Motions must be relevant to matters affecting the lives of people living and working in the Borough
Haringey	Motions must be about matters for which the Council has a responsibility or which affect the well-being of Haringey.
Harrow	The Mayor may in consultation with the Monitoring Officer, rule out of order motions which in his or her opinion: 1. would risk defamation of an individual or are frivolous or offensive; 2. do not relate to a matter for which the Council (as local authority) has powers or do not affect the London Borough of Harrow or 3. would require the disclosure of confidential or exempt information or 4. are substantially the same motion which has been put at any meeting of the Council in the last six months.
Hillingdon	Motions must be about matters for which the Council has a responsibility or which affect the Borough.
Hounslow	Motions must be about matters for which the Council has a responsibility or which affect the Borough.
Islington	Not available
Kensington & Chelsea	1. No Motion shall be moved to the same effect as any other motion that has been negated within the preceding six months 2. No Member of the Council shall make a motion or move an amendment to a motion that would have the effect of increasing expenditure of the Council except in the form of reference to Cabinet 3. Every notice of motion or amendment shall be relevant to some question over which the Council has power or to some question that directly and explicitly affects the Borough.
Kingston upon Thames	Every Motion shall be relevant to some matter in which the Council has powers or duties or which affects the Royal Borough

Lambeth	<p>Motions must:</p> <ul style="list-style-type: none"> · Be about matters for which the Council has a responsibility or which significantly affects the area · Be about a single issue. <p>Motions must not be defamatory, frivolous, offensive or otherwise out of order (as defined by the Director of Governance and Democracy).</p>
Lewisham	<p>Every Motion must be relevant to some matter in the Council's powers and duties or which specifically affects the Borough.</p>
Merton	<p>Motions must be about matters for which the Council has a responsibility or which affect Merton, as determined by the Chief Executive.</p>
Newham	<p>Motions must be about matters for which the Council has a responsibility or which affect the Borough. The Chair of Council may, on advice from the Chief Executive, refuse a motion which is illegal, scurrilous, improper or out of order.</p>
Redbridge	<p>A proposed motion to an ordinary meeting is only in order if it is either relevant to the functions of the Council or relates to a national or local matter that has a significant impact on the Borough.</p>
Richmond upon Thames	<p>Motions must relate to matters in which the Council has powers or duties and must not include declaratory statements relating to matters outside the ambit of the Council. Motions should either address Council duties directly or call for action in cases where the Council has general responsibilities. Motions should be about a single discrete issue and not be in the opinion of the Proper Officer defamatory, frivolous, offensive or otherwise out of order. No motion shall exceed 75 words in length.</p>
Southwark	<p>Motions must be about matters for which the Council has powers or duties or which affect Southwark. Motions or amendments to motions shall not relate to an investigation by (whether completed or not) or ruling of the standards committee or sub committee insofar as the motion or amendment relates to the behaviour or conduct of an individual member or members.</p>
Sutton	<p>Every Motion must be relevant to some matter in the Council's powers and duties or which specifically affects the Borough.</p>
Tower Hamlets	<p>Motions must be about matters for which the Council has a responsibility or which affect the area.</p>
Waltham Forest	<p>Motions must be about matters for which the Council has statutory responsibility and that affect the community</p>
Wandsworth	<p>Every notice of motion shall be relevant to some question over which the Council has power or which affects the administration of the Borough or the interests of the people of the Borough as rate payers or council tax payers.</p>
Westminster	<p>The Head of Legal and Democratic Services may disallow any motion that he considers to be frivolous or derogatory to the dignity of the Council.</p>



COUNCIL, 15 JULY 2015

REPORT OF THE GOVERNANCE COMMITTEE

DELEGATION OF FUNCTIONS TO THE ONESOURCE JOINT COMMITTEE

Governance Committee, at its meeting on 1 July considered a report (attached) concerning proposed delegation of functions to the oneSource Joint Committee. This came about because upon the establishment of the oneSource Joint Committee and the implementation of joint services, both Councils delegated similar functions to the Joint Committee. These separate delegations have been reviewed and brought together into a single scheme of delegation suitable for approval by both Councils. The joint scheme of delegation will make it easier for both Councils and for the Joint Committee to appreciate the precise extent of what is delegated and what is retained.

This report has also been presented to Newham to be agreed by its Council and will replace both versions in each Council's respective Constitutions. This measure was also presented to Cabinet (8th July)

The Governance Committee accordingly recommends to Council that the functions listed in Appendix 3 of the report be delegated to the oneSource Joint Committee.

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Delegated Functions and Shared Services

London Borough of Havering	London Borough of Newham
Resources Directorate	Resources and Commercial Development Directorate
<p>Legal and Democratic Services</p> <ul style="list-style-type: none"> • Legal Services • Democratic Services • Electoral Services • Leader's and Mayor's Offices <p>Internal Shared Services</p> <ul style="list-style-type: none"> • Operational Finance and HR • Operational Procurement • HR, Payroll Pensions and Finance Administration • Customer Relationship and Improvement <p>Strategic HR and OD</p> <ul style="list-style-type: none"> • HR Business Partners • Corporate HR and Change Strategy • Organisational Development <p>Finance and Procurement</p> <ul style="list-style-type: none"> • Corporate Finance • Strategic Finance Business Partners • Internal Audit, Risk, Insurance and Fraud • Strategic Procurement Business Partner <p>Exchequer Services</p> <ul style="list-style-type: none"> • Benefits • Council Tax and Business Rates • Corporate Debt Recovery <p>Asset Management</p> <ul style="list-style-type: none"> • Corporate and School Premises Management • Transport and Fleet Services • Technical Services (Design and Maintenance) • Health and Safety <p>Business Systems</p> <ul style="list-style-type: none"> • ICT Strategy and Operations • Support Centre • Information Governance • Print Unit 	<p>Legal</p> <ul style="list-style-type: none"> • Legal Services • Democratic Services, Committees and Partnerships • Scrutiny • Electoral Services <p>HR</p> <ul style="list-style-type: none"> • Shared Service Centre • Strategic HR • Employee Services • People, Projects and Participation • Talent • Leadership and Organisational Development • Health and Safety <p>Finance</p> <ul style="list-style-type: none"> • Strategic Finance • Financial Control • Revenue and Exchequer Services • Finance Business Partnering • Internal Audit, Counter Fraud, Risk and Insurance • Procurement • NNDR • Council Tax • Council Tax and Housing Benefit <p>Property and Commercial Development</p> <ul style="list-style-type: none"> • PMO and Business Improvement • Facilities Management • Strategic Property • Capital Strategy and School Organisation • Management of Schools Capital <p>Business Systems</p> <ul style="list-style-type: none"> • Information Governance and Corporate Systems • Support Centre • Print Services • Unified Communications • Architectural Management • Contract and Supplier Management • Portfolio Management and Business Analysis • Printing Services

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APPENDIX 1

PART 1 – HAVERING

Delegation to Joint Committee

A	General	New JCD reference
A1	To have overall responsibility for the provision to the client Councils of the shared services	A1
A2	To consider and approve the annual report of the activities performance and finances of the shared services operation	A2
A3	To consider and approve the annual service plan for each shared service	A3
A4	To determine the strategic direction of the shared services operation	A4
A5	To determine any strategic issue referred to it by the Managing Director	A5
A6	To advise the client Councils what financial resources are desirable for the delivery of the shared services operation for three financial years ahead from the current financial year	A6
A7	To consider and approve the internal budget for the shared services operation within the overall financial constraints set by the client Council's and to make representation to the council's on the consequences of those restraints as appropriate.	A7
A8	To incur expenditure within the revenue and capital budgets as approved by the Joint Committee, or as otherwise approved, subject to any variation permitted by the Council's contract and financial procedure rules.	A8
A9	To oversee the delivery of programmes agreed by Council and Cabinet.	A10
A10	In consultation with the relevant Cabinet Member to apply for, accept and manage external funding up to a limit of £500,000 per grant in support of any function within their Directorate provided that any financial contributions by the Council are made from within existing budgets.	A11
A11	To authorise the making of ex gratia payments up to the limit	A13

A	General	New JCD reference
	specified from time to time by the Director of Finance to individuals where the Local Government Ombudsman has recommended that such payment be made in local settlement of a complaint.	Amended to refer to limits specified in financial procedures
A12	To authorise activities under the Regulation of Investigatory Powers Act 2000.	A14
A13	To approve commencement of a tendering process for all contracts above a total contract value of £156,000.	B9 Value amended to that specified in Contract Standing Orders
A14	To award contracts with a total contract value of under £5,000,000.	B10
A15	To sign contracts on behalf of the Council which do not require sealing under paragraph 4 of Article 10 of this constitution.	B11
A16	Payment of allowances in accordance with the “Croydon Scheme” to staff injured in the course of their duties must be made in consultation with Head of Shared Services.	A16 Title of officers updated
A17	To approve applications for leave for trade union conferences and training courses in consultation with the Head of Shared Services.	A17 Title of officers updated
A18	To approve payment of claims by employees for loss or damage to property and clothes up to the limit specified from time to time by the Director of Finance otherwise payment must be made in consultation with the Group Director Resources.	A18 Amended to limit specified by the S151 officer and for MD to approve above that limit
A19	To grant permission for employees to undertake outside work or duties whether paid or unpaid subject to there being no conflict of interest.	A19
A20	To approve honoraria payments in consultation with the service personnel manager.	A20 Title of officers updated
A21	To approve commencement of a tendering process for, and	B9

A	General	New JCD reference
	to award all contracts below a total contract value of £156,000.	Value amended to that specified in Contract Standing Orders
A22	To sign contracts on behalf of the Council which do not require sealing under paragraph 4 of Article 10 of this constitution.	B11
A23	To incur expenditure within the revenue and capital budgets for the relevant service as approved by the Council, subject to any ICT variation permitted by the Council's contract and financial procedure rules.	A9
A24	To implement any approved financial programme, including the authorisation of expenditure and procurement of goods and services.	A21
A25	To implement approved fees, charges, rents etc and to ensure that proper arrangements exist for their collection.	B16
A26	In consultation with the relevant Cabinet Member, to apply for, accept and manage external funding up to a limit of £250,000 per grant in support of any function within their service provided that any financial contributions by the Council are made from within existing budgets.	A11 Amended Financial limits

B	Finance (including Procurement)	New JCD reference
B1	To advise on and monitor the revenue and capital budgets of the Council, including the Housing Revenue Account and the determination of Council Tax and housing rent levels.	B1 Advising only. Determination remains with the Council
B2	To write off sums which are irrecoverable and to settle claims on behalf of the Council	B3
B3	To manage all matters relating to the Council's loan debt, investments, and temporary investments, pension scheme and pension fund, insurance fund, act as registrar of loan instruments, manage all banking arrangements including numbers and types of accounts and arrange insurance of property and the selecting and accepting of tenders for insurance cover and related services which are considered	B5

B	Finance (including Procurement)	New JCD reference
	to offer best value for the Council promoting good risk management practices at all times.	
B4	<p>To undertake all other financial matters arising within the Council, subject to the following requirements:</p> <ul style="list-style-type: none"> (i) authority to incur expenditure being approved or sanctioned by the Council or the Cabinet (ii) powers of borrowing being exercised within guidelines agreed by the Council and any current codes of practice (iii) all matters being within accepted accounting practice and standards and within statutory requirements (iv) any necessary reference to the Council's external Auditors. (v) an annual report being presented to the Audit Committee by 30 September in each year on the activities undertaken in respect of treasury management powers in the preceding financial year (vi) Reports of the external Auditors and other relevant Inspectorates upon the audit of the Council's activities being considered. (vii) To make direct investments in local infrastructure assets as part of the Pension Fund local infrastructure portfolio in consultation with the Chairman of Pensions 	B7
B5	To implement the Council's early retirement, retirement and redundancy policies in consultation with the Head of Strategic Human Resources and Organisational Development and the Assistant Chief Executive Legal and Democratic Services.	E2
B6	To set the Council Tax Base and Commercial Rate yield each year unless it involves matters of policy	Not delegated Section 151 Officer
B7	To award all gas and electricity supply contracts where offers are made on a short restricted time basis and where there is insufficient time to obtain a Cabinet Member decision.	No delegated Section 151 Officer
B8	To accept grants and the terms and conditions thereof for and on behalf of the Council.	A12
B9	To instruct the Council's insurers and, upon their advice, to negotiate and settle insurance claims up to maximum of £145,000 for motor insurance, £147,750 for liability insurance and motor vehicles, and £50,000 for property insurance.	B13 Amended to refer to limits specified in financial procedures

B	Finance (including Procurement)	New JCD reference
B10	To review and, if necessary, amend the limits in B9 above on an annual basis, following discussion with the Council's insurers.	Not delegated Section 151 Officer
B11	To set future inter-authority and standard charges for residential and day-care accommodation, in accordance with the formula recommended by the Local Government Association.	Not delegated Section 151 Officer
B12	To increase the specified sums set out in delegations to staff in accordance with Retail Prices Index (RPI).	Deleted Financial Procedures
B13	To approve the Financial Framework and any amendments to it.	Not delegated Section 151 Officer 1
B14	In consultation with the relevant CMT Member, to authorise virements.	Not delegated Section 151 Officer
B15	To make or enter into leasing arrangements for vehicles, plant and equipment.	B21
B16	To monitor the implementation of the charging policy including any relevant deadlines. To advise on reviews of fees and charges.	B18
B17	To act upon and make decisions as a Pensions Panel consisting of the Director of Finance, Director of Internal Transactions, and Director of Legal & Governance for the purpose of Stage 2 appeals within the Internal Dispute Resolution Procedure Regulations and exercising other discretions within the Local Government Pension Scheme.	B19 Director of Internal Transactions now becomes Director of Exchequer and Transactional Services

C	Legal & Governance	New JCD reference
C1	To prepare, approve and issue or serve all legal documentation on behalf of the Council.	C17
C2	To lay information, complaints and claims on behalf of the Council for the purpose of any proceedings before the Magistrates' Court, County Court and other courts and tribunals, including all civil and criminal proceedings.	C1
C3	To defend all legal proceedings brought against the Council and to take any steps that are in their opinion expedient to that end.	C3

C	Legal & Governance	New JCD reference
C4	To sign, serve, advertise and receive notices and documents on behalf of the Council in relation to any formal or legal procedures.	C7
C5	To certify as a true and correct record any documents in accordance with section 229 of the Local Government Act 1972.	C19
C6	To sign or endorse any documents on behalf of the borough where so requested by a citizen.	C20
C7	To serve requisitions for information and other documents to enable the Council to receive information in the pursuance of legal proceedings.	C8
C8	Where the issue of any document, notice or order will be a necessary step in legal proceedings on behalf of the Council, to sign such document unless any enactment otherwise requires or unless the Council has given the necessary authority to some other person for the purposes of such proceedings.	C9
C9	To authorise, serve or issue all statutory notices, approvals and licences under any enactment other than those specifically delegated to another officer.	C21
C10	To instruct and/or seek the opinion of legal counsel and/or external solicitors in consultation with the Chief Executive or appropriate Group Director, Assistant Director or Head of Service and to instruct legal counsel or experts to advise or appear on any matter and to agree fees arising.	C17
C11	In consultation with the Director of Finance to settle claims in proceedings commenced or about to be commenced against the Council in a court or tribunal up to a limit of £100,000. Settlements of claims that exceed £100,000 require the approval of the relevant individual Cabinet Member or of the Cabinet, unless the decision is required to be made immediately before, at, or during a hearing.	C6 Amendment of Financial limits
C12	To name, rename, number and renumber streets and premises	C49
C13	To maintain the register of highways that are maintainable at public expense.	C50
C14	To arrange for the administration of all statutory appeals.	C5
C15	To allocate information technology facilities to members, including ordinary telephones, mobile telephones and facsimile machines.	Deleted Covered in operational powers and duties

C	Legal & Governance	New JCD reference
C16	To implement the Council's early retirement, retirement and redundancy policies in consultation with the Director of Finance and the director of Internal Transactions.	E2
C17	To act and make decisions on behalf of a pensions panel consisting of the Director of Finance, Director of Internal Transactions and Director of Legal & Governance for the purposes of Stage 2 appeals within the Internal Dispute Resolution Procedure Regulations and exercising other discretions within the Local Government Pension Schemes.	C32
C18	To alter the financial amounts in Contract Procedure Rules specifically relating to EU contracts and occurring either due to exchange rate changes or EU directed amendments.	C11
C19	To authorise Council staff to represent the Council in proceedings in the County Court and the Magistrates Court.	C10
C20	To prepare, approve and issue or serve the form and content of all legal documentation on behalf of the Council.	Duplicate of C1 above
C21	To lay information, complaints and claims on behalf of the Council for the purpose of any proceedings before the Magistrates' Court, County Court and other courts and tribunals, including all civil and criminal proceedings.	Duplicate of C2 above
C22	To defend all legal proceedings brought against the Council and to take any steps that are in his or her opinion expedient to that end.	Duplicate of C3 above
C23	To serve requisitions for information and other documents to enable the Council to receive information in the pursuance of legal proceedings.	Duplicate of C7 above
C24	Where the issue of any document, notice or order will be a necessary step in legal proceedings on behalf of the Council, to sign such document unless any enactment otherwise requires or unless the Council has given the necessary authority to some other person for the purposes of such proceedings.	Duplicate of C8 above
C25	To authorise, serve or issue all statutory notices, approvals and licences under any enactment other than those specifically delegated to another officer.	Duplicate of C9 above
C26	To instruct and/or seek the opinion of legal counsel and/or external solicitors in consultation with the appropriate Group Director or Head of Service and to instruct legal	Duplicate of C10 above

C	Legal & Governance	New JCD reference
	counsel or experts to advise or appear on any matter and to agree fees arising.	
C27	To undertake those functions assigned under: (i) art 3, Section 5 of the Constitution of the London Borough of Havering: local choice functions (ii) Part 3, Section 6 of the Constitution of the London Borough of Havering: Proper Officer function	Deleted Superfluous
C28	To authorise activities under the Regulation of Investigatory Powers Act 2000 and to monitor proper use of activities under that Act.	A14
C29	To develop and implement the Council's Health & Safety Strategy	Deleted Not delegated
C30	To develop and implement the Council's information governance policies and protocols.	Deleted Not delegated
C31	To undertake all the administrative procedures for Schools Appeals, Hearings Panels and any other panels or Sub-Committees required under the terms of reference of the Adjudication and Review Committee and Licensing Committee: including but not limited to the appointment and re-appointment of independent persons for school appeals and other hearings, the selection of members or independent persons to consider specific cases, the consideration of applications for re-hearing of School Admission Appeals, the arrangement of panels and dates and the appointment of Chairmen of panels.	C28
C32	In consultation with the Leader of the Group of which the previous appointee is a Member, to appoint a Member of the Council to fill a casual vacancy in any appointment to another organisation arising during the course of a municipal year.	C31
C33	In consultation with Cabinet Members, Group Leaders and the Chairmen of Committees, to determine the schedule of meetings for each municipal year (including dates, times and places of meeting), on the basis that, so far as possible and practicable: (a) The Regulatory Services Committee shall meet every three weeks (except around the Christmas/New Year period) (b) The Audit, Governance, Pensions and Standards Committees and the Overview & Scrutiny Committees shall generally meet once during each period between ordinary Council meetings (c) Meetings will only be arranged for Monday or Friday	C27

C	Legal & Governance	New JCD reference
	evenings in exceptional circumstances.	
C34	To exercise general use and hire of the Town Hall for the purpose of meetings and other authorised events in accordance with approved fee scales and principles and guidelines agreed by the Governance Committee, but to be able to waive or reduce scales of fees and charges in suitable cases. To exercise general management of the Council Chamber, Committee Rooms and other accommodation for Members, including any audio-visual or other information technology equipment installed therein.	C24
C35	To approve arrangements for members' training.	C25
C36	To approve the attendance of members at conferences or training events outside the borough but within the United Kingdom, including any travel and accommodation arrangements.	C26
C37	Undertake those functions assigned under: (a) Part 3, Section 6 of Constitution of the London Borough of Havering: Proper Officer functions	Deleted Superfluous
C38	To undertake those election functions assigned to the Proper Officer in the Constitution of the London Borough of Havering.	Deleted Superfluous

D	ICT/BUSINESS SYSTEMS	New JCD reference
D1	To develop the Council's e-government and t-government strategies.	D1
D2	To develop the Council's information systems, and information technology and e-government strategies.	D2
D3	To develop the Council's information and communications technology strategies including the supply, withdrawal, data protection, security and integrity of the systems to staff and members.	D3
D4	To supply connections and services to public sector partners and other organisations, provided that the integrity of the Council's information systems is maintained.	D4
D5	Agreeing arrangements for the use of any spare capacity in any computers or associated equipment owned by the Council under Section 38 of the Local Government	D5

D	ICT/BUSINESS SYSTEMS	New JCD reference
	(Miscellaneous Provisions) Act 1976	
D6	Approving sales of computer software developed and owned by the Council	D6
D7	Agreeing policies procedures and standards relating to the security, integrity and accessibility for ICT infrastructure and systems	D7

E	STRATEGIC HUMAN RESOURCES	New JCD reference
E1	To develop and implement the Council's human resources, organisation development, remuneration and occupational health strategies.	E1
E2	Implementing policies and procedures for recruitment, retention, change/reorganisation, redundancy, retirement, early retirement, redeployment, absence, capability, conduct, Terms and Conditions of Employment, including dismissal of staff.	E3
E3	To implement decisions and recommendations of recognised national negotiating bodies on all employment matters including terms and conditions of employment. Where there is a cost implication, a report must be made to the Cabinet.	E4
E4	Subject to appointments, dismissals, assimilation and redundancies for Heads of Service and above being authorised by Appointments Committee, to implement the procedure for any senior management re-alignment or restructuring including; <ul style="list-style-type: none"> (i) Achieving any necessary reduction through voluntary redundancy; (ii) Considering applications from unaffected Heads of Service or above which would create a suitable alternative employment opportunity for an affected Head of Service or above; (iii) Deciding upon the ring fence arrangements and inviting applications for assimilation; and (iv) Arranging advertisements and assessment centres, and, subject to compliance with 	E5

E	STRATEGIC HUMAN RESOURCES	New JCD reference
	Contract Procedure Rules, appointing external recruitment consultants.	
E5	In consultation with the Director of Legal and Governance to amend HR policies where necessary in consequence of legislative, organisational or other changes that have no adverse financial effect.	E6

F	ASSET MANAGEMENT (INCLUDING PROPERTY STRATEGY)	New JCD reference
F1	To exercise general use and hire of public halls and buildings owned by the Council (except the Town Hall) for the purpose of community use, meetings and other authorised events in accordance with approved fee scales and principles but to be able to waive or reduce scales of fees and charges in suitable cases.	F27
F2	Subject to the availability of finance to be responsible for any alteration or improvement of facilities to the Council Chamber, Committee Rooms and other accommodation for Members.	F27
F3	To manage the operation of the relevant Contract Service Organisations (CSOs) including marketing the CSOs and consideration of the impact of new legislation on the CSOs, where relevant.	H4
F4	To exercise all the powers delegated to the Property Strategy Manager so far as legally permissible.	F1
F5	To exercise the powers and duties of the Council in relation to concessionary fares and similar schemes (including the taxi card scheme).	F30
F6	In relation to the taxi card scheme: <ul style="list-style-type: none"> (i) To admit to the scheme persons from the waiting list of applicants. (ii) To agree a higher trip limit where justified by the degree of disability of the individual Director of Asset Management (iii) To approve dual holding of a concessionary fares permit and a taxi card where, in view of the individual's condition, it is appropriate to do so. 	F30
F7	To issue permits under the Minibus and Other Section 19 Permit Buses Regulations 1987 to appropriate	F30

F	ASSET MANAGEMENT (INCLUDING PROPERTY STRATEGY)	New JCD reference
	organisations.	
F8	To provide a security service for the Council's Administrative buildings	F27
F9	To conduct preliminary negotiations, negotiate, agree and conclude all property matters including the making and settling of rating appeals on council property and property valuations for all purposes	F3
	To undertake marketing of any Council property.	F4
F10	To instruct external property advisors, surveyors, auctioneers and consultants where necessary on property transactions.	F5
F11	To procure property and property services to meet the Council's occupation needs including responsibility for space use and allocation together with strategic facilities management. This function must be exercised subject to obtaining members authority for any financial approval not within budget.	F1
F12	To agree with a potential purchaser of a Council-owned property that the Council should retain an area of land where it is expedient to do so.	Deleted – covered by other powers and duties
F13	Following notification to the relevant ward members, to vary but not extend existing agreements for mobile phones masts at school sites in circumstances where installations are to be upgraded and lower emissions will result to enable Landlord's consent to be granted for the installation.	F31
F14	<p>To agree and incur reasonable pre-sale expenses up to a limit of £100,000 per transaction when disposing of property, such expenses to be offset against the capital receipts arising.</p> <p>These functions must be exercised in accordance with the following requirements:</p> <ul style="list-style-type: none"> (i) complying with the Code of Practice on the Disposal of Surplus Property, set out in Appendix B (ii) In cases where the Cabinet has already approved the principle but not the terms of a property disposal without the invitation of competitive bids, the 	F6

F	ASSET MANAGEMENT (INCLUDING PROPERTY STRATEGY)	New JCD reference
	<p>provisionally agreed terms of any disposal exceeding £1,000,000 shall be reported to Cabinet for approval before the transaction is concluded.</p> <p>(iii) In cases that have not been the subject of competitive bids but are below £1,000,000 in value, the provisionally agreed terms of disposal should shall be reported to the Group Director Resources, before the transaction is concluded.</p> <p>(iv) complying with relevant Council policy on property transactions</p> <p>(v) referring a matter for Member decision where it is proposed to recommend other than the best financial bid</p> <p>(vi) concluding valuation and property disputes forming part of a pending or active court or arbitration proceedings, after consultation with either the Assistant Chief Executive Legal & Democratic Services or the Group Director Resources, where there is insufficient time or opportunity to obtain a Member decision</p> <p>(vii) Making or settling rating appeals only in the Council's financial interests.</p>	
F15	To be the Council's designated corporate property officer, responsible for the strategic management of the Council's property portfolio, including corporate strategy and asset management, procurement of property and property services, planned and preventative maintenance programmes, property allocation and use, reviews, acquisitions and disposals, and commercial estate management.	F1
F16	To exercise all powers relating to Romford Market, including granting and revoking licences and enforcing relevant bylaws.	F29

G	INTERNAL TRANSACTIONS	New JCD reference
G1	To advise on, co-ordinate and manage all payroll functions on behalf of the Council.	G1
G2	To administer the Council's pension fund.	G2

G	INTERNAL TRANSACTIONS	New JCD reference
G3	The exercise of the client monitoring function in respect of occupational health and the Council's recruitment advertising contracts, and the power to select and accept tenders for external consultants or contracts in accordance with the Council's standing orders.	G3
G4	To grant gifts for long service up to the limit specified from time to time by the Director of Finance.	G4
G5	To approve the arrangements for members' training and development.	G5
G6	To act and make decisions on behalf of a pensions panel consisting of the Director of Finance, Director of Internal Transactions and Director of Legal & Governance for the purposes of Stage 2 appeals within the Internal Dispute Resolution Procedure Regulations and exercising other discretions within the Local Government Pension Schemes.	G6
G7	To approve proposals for the payment of allowances in accordance with the "Croydon Scheme" to staff injured in the course of their duties.	G7
G8	To undertake the role of appointed person for the Council in all matters relating to the Disclosure and Barring Service.	G8
G9	To grant car and season loans to eligible staff.	G9

H	EXTERNAL TRANSACTIONS	New JCD reference
H1	To exercise the Council's discretionary powers in relation to writing off amounts due for national non-domestic rate or surcharge on grounds of hardship or general rate on grounds of poverty, up to a maximum level of £10,000.	H1
H2	To exercise the Council's discretionary powers in relation to relief for Council Tax and commercial rates.	H2
H3	To act as statutory officer pursuant to for the collection of council tax and commercial rates	H3
H4	To manage the operation of the relevant Contract Service Organisations (CSOs) including marketing the CSOs and consideration of the impact of new legislation on the CSOs.	H4

APPENDIX 2

PART 2 - NEWHAM

Delegation to Joint Committee

A	General	New JCD reference
A1	To have overall responsibility for the provision to the client Councils of the shared services	A1
A2	To consider and approve the annual report of the activities performance and finances of the shared services operation	A2
A3	To consider and approve the annual service plan for each shared service	A3
A4	To determine the strategic direction of the shared services operation	A4
A5	To determine any strategic issue referred to it by the Managing Director	A5
A6	To advise the client Councils what financial resources are desirable for the delivery of the shared services operation for three financial years ahead from the current financial year	A6
A7	To consider and approve the internal budget for the shared services operation within the overall financial constraints set by the client Councils and to make representation to the councils on the consequences of those restraints as appropriate.	A7
A8	To incur expenditure within the revenue and capital budgets as approved by the Joint Committee, or as otherwise approved, subject to any variation permitted by the Council's contract and financial procedure rules.	A8
A9	To oversee the delivery of programmes agreed by Council and Cabinet.	A10
A10	In consultation with the relevant Cabinet Member to apply for, accept and manage external funding up to a limit of £500,000 per grant in support of any function within their Directorate provided that any financial contributions by the Council are made from within existing budgets.	A11 Amended so delegation to officers limited to £500k. Unlimited delegation to Joint Committee
A11	To authorise the making of ex gratia payments up to the limit specified from time to time by the Director of Finance to individuals where the Local Government Ombudsman has recommended that such payment be made in local settlement of a complaint.	A13 Amended to refer to limits specified in Financial Procedures
A12	Granting authority to seek magistrates approval under RIPA in accordance with the agreed policy and guidance	A14 Amended now

A	General	New JCD reference
		included in wider delegated authority
A13	To approve commencement of a tendering process for all contracts above a total contract value of £156,000.	B9 Value amended to that specified in Contract Standing Orders
A14	To award contracts with a total contract value of under £5,000,000.	B10
A15	To sign contracts on behalf of the Council which do not require sealing under paragraph 4 of Article 10 of this constitution.	B11
A16	Payment of allowances in accordance with the “Croydon Scheme” to staff injured in the course of their duties must be made in consultation with Head of Shared Services.	A16 Titles of officer updated
A17	To approve applications for leave for trade union conferences and training courses in consultation with the Head of Shared Services.	A17 Titles of officers updated
A18	To approve payment of claims by employees for loss or damage to property and clothes up to the limit specified from time to time by the Director of Finance otherwise payment must be made in consultation with the Group Director Resources.	A18 Amended to limits specified by S151 officer and for Managing Director to approve above that limit
A19	To grant permission for employees to undertake outside work or duties whether paid or unpaid subject to there being no conflict of interest.	A19
A20	To approve honoraria payments in consultation with the service personnel manager.	A20 Title of officer updated
A21	To approve commencement of a tendering process for, and to award all contracts below a total contract value of £156,000.	B10 Duplicate of A13 above
A22	To sign contracts on behalf of the Council which do not require sealing under paragraph 4 of Article 10 of this constitution.	B12 Duplicate of A15 above
A23	To incur expenditure within the revenue and capital budgets for the relevant service as approved by the Council, subject to any ICT variation permitted by the Council’s contract and financial procedure rules.	A9

A	General	New JCD reference
A24	To implement any approved financial programme, including the authorisation of expenditure and procurement of goods and services.	A21
A25	To implement approved fees, charges, rents etc and to ensure that proper arrangements exist for their collection.	B16
A26	In consultation with the relevant Cabinet Member, to apply for, accept and manage external funding up to a limit of £250,000 per grant in support of any function within their service provided that any financial contributions by the Council are made from within existing budgets.	Deleted
A27	<p>Agreeing provision to another public body under the Local Government Goods and Services Act 1970 and provision of staff under S112 and S113 of the Local Government Act 1972 (or such other provision as may permit sharing of resources between public authorities) and deciding on the charges levied for such provision provided the decision will not incur additional costs or potential redundancy costs for LBN at the end of the arrangement. If there is a potential for additional costs for LBN as a result of the arrangement or redundancy costs arising to LBN the decision will require Mayoral approval. This delegation must be read in line with delegation B7.</p> <p>This power does not extend to setting up any Joint Committee or Joint Executive.</p> <p>NOTE Subject to insurance cover approval</p>	<p>A22 Amended to include Havering (not previously delegated) and updated for cross reference to other paragraph</p>

B	Finance (including Procurement)	New JCD reference
B1	Setting statutory Fees and Charges for Services where the fee/charge is levied under a statutory obligation to do so. Note depending on impact this maybe an officer key decision	B17
B2	Setting Fees and Charges (other than those provided for in delegation G1 – provision to other public bodies) where no statutory fee is applicable provided that the Mayor (in consultation with the Cabinet) must approve the levying of the fee/charge in the first instance.	Not delegated Section 151 Officer

B	Finance (including Procurement)	New JCD reference
	NOTE depending on impact this may be an Officer key decision	
B3	Authorising or approving payments (not covered by A4(a) or B6). Save that the Council's policy on duplicate signatories must be complied with	B4
B4	Authorising payments in excess of the sum set out in delegation A4 above where the payment is due under a contract or binding Agreement, or operation of law provided the sum due is payable under the relevant instrument and the sum approved is within any limit set by the service for authorised officers to make payments. (See also B6)	B4
B5	Settling insurance claims – including claims for personal injury. Provided any settlement is on advice from Director with responsibility for Legal Services, Insurers and/or Director of Finance.	B14
B6	Writing off debts. Provided any write off must be in accordance with the Council's policy on write offs.	B3
B7	Making bids for external funding subject to any overall strategy approved by the Executive save where capital matched funding in excess of £500,000 outside the budget strategy shall be required from the Council or ongoing revenue spend in which case approval must be obtained from the Mayor before any bid is submitted (see Mayors Scheme of Delegation) Depending on impact or value this could be a key decision	A11
B8	Approving grants to voluntary organisations in accordance with the Authority's policies and budget provision under any relevant legal powers	B12
B9	Making arrangements under S.78 Charities Act 1993 to co-ordinate activities of the Council and any charity with similar or complementary purposes, etc.	Delete Act repealed
B10	Approving indemnities to officers or Members including insurance cover. Provided with the consent of the Director of Finance (as Chief Finance Officer) or Director of Legal (as Monitoring Officer) and is within the Council's agreed policy	B15
B11	Procurements from external sources, obtaining quotes, tendering contracts, authorising use of available frameworks, evaluating and selecting contractors provided any	B8

B	Finance (including Procurement)	New JCD reference
	<p>requirement to report to the Mayor for approval at any stage has been complied with. In consultation with the Director with responsibility for Procurement or the Head of Procurement.</p> <p>NOTE For procurement of consultants see delegation B9</p>	
B12	<p>Signing of contractual documents up to £250,000 provided in Council standard form or any variations have been approved by Legal Services or Procurement.</p> <p>Contracts over £250,000 must be executed under seal by the Director of Legal Services or his/her nominee or the requirement waived by Director with responsibility for Legal Services</p>	B11
B13	<p>Approving extensions and renewals to contracts taking the total value above the original agreed value of the contract and notations including extensions of Contract Hire Agreements (subject to the Code of Procurement).</p>	B8
B14	<p>Approving amendments or variations to contracts which will have an impact on the value of the contract where the variation is in accordance with the original approval of the Contract</p>	B8
B15	<p>Referring contracts to Arbitration, terminating contracts, withholding payments, enforcing contract terms (including third party rights under Contracts (Rights of Third Parties) Act 1999) and serving notices in accordance with the contract conditions</p>	B8
B16	<p>To act upon and make decisions as a Pensions Panel consisting of the Director of Finance, Director of Internal Transactions, and Director of Legal & Governance for the purpose of Stage 2 appeals within the Internal Dispute Resolution Procedure Regulations and exercising other discretions within the Local Government Pension Scheme.</p>	B19 Director of Internal Transactions now becomes Director of Exchequer and Transactional Services
B17	<p>Maintaining financial regulations</p>	Not Delegated Section 151 Officer
B18	<p>Making amendments to risk management policy and strategy</p>	Not Delegated

B	Finance (including Procurement)	New JCD reference
	with appropriate consultation with Audit Board.	Section 151 Officer
B19	Making appropriate arrangements for the use of banking services including accounts held jointly with others	B5
B20	Making provision for insurance in respect of the Council's functions, premises, property, employees, Members and third parties including self insurance	B14
B21	Dealing with any claims against the Council where the losses are insured including those below any excess and approve any settlements or other action in respect of such claims	B14
B22	Instructing the Councils Insurance providers with regard to defending any actions or threatened actions where the Council has insurance cover or is self insured.	B14
B23	Preparing, proposing, and implementing a treasury management policy statement, annual strategies (including an annual investment strategy) and plan for the year ahead and report at year close (for approval by Cabinet and Full Council).	Not Delegated Section 151 Officer
B24	Spending and maintaining reserves in accordance with prudential finance strategies	Not Delegated Section 151 Officer
B25	Borrowing, investing or lending money on behalf of the Authority in accordance with the Treasury Management Policy Statement, any borrowing limits and the Prudential Code. Including raising, varying, repaying loans, taking overdrafts, bonds and stock and arranging for investment of funds	B5
B26	Approving all loans or other financial assistance to Housing Associations/Register Social Landlords and fixing interest rates under the Housing Act in respect of any such advances	Deleted
B27	Maintaining relevant statutory accounts and registers in respect of the Council's financial arrangements including the maintenance of relevant separate accounts (capital and revenue) and any register of loans or loan investments	B5
B28	Suspending financial delegation to any school where there is a failure to comply with requirements of Financial Management under the School Standards and Framework Act 1992 (Section 51). (See also Operations Scheme of	B21 Act replaced by School Standards

B	Finance (including Procurement)	New JCD reference
	Delegation)	and Framework Act 1998
B29	Applying for any subsidy due to the Council	B5
B30	Approving any incentive schemes in respect of management of the Council's housing stock including incentives for under occupation. (See also Executive Director of Operation's Scheme of Delegation)	Not Delegated Section 151 Officer
B31	Giving instructions to debt collection agencies agreeing to any form of ADR, issuing legal proceedings, applying for attachment of earnings orders, charging orders, bankruptcy and any other relevant enforcement action to recover any debt including attending creditors meetings, co-operating with administrators, trustees in bankruptcy, liquidators, receivers and exceeding powers to seek administration, bankruptcy or liquidation in relation to debts owed to the Council.	B3
B32	Serving statutory demands, placing and enforcing charges, recovering interest and expenses, appointing receivers, collecting interest and expenses in connection with any debt owed to the Council	B3
B33	To exercise the Council's discretion to release information where statutorily permitted to do so in respect of any debt owed to the Council	B3
B34	Agreeing any apportionment in respect of the expenses of the Coroners Service under the Coroners Act 1988	Act repealed
B35	Pay any expenses incurred by Electoral Registration Officer	B23
B36	Calculating the Council Tax Base and keeping on deposit a copy of the valuation list.	Not Delegated Section 151 Officer
B37	Levying and collecting Council Tax in respect of dwellings in the Council's area under the Local Government Finance Act 1992 (see also the Executive Director Customer Services Scheme of Delegation)	B2
B38	Instituting proceedings, agreeing to any form of ADR in respect of collection of NNDR or Council Tax and other related enforcement action in respect of such actions including attending creditors meetings, co-operating with administrators, trustees in bankruptcy, liquidators, receivers	B2

B	Finance (including Procurement)	New JCD reference
	and exercising powers to seek administration, bankruptcy or liquidation in relation to debts owed to the Council.	
B39	Power to levy discretionary discounts under Section 13A of the Local Government Finance Act 1992	B1
B40	To prepare, deposit, alter and give notice of any adopted non-domestic rating list under the Local Government Finance Act 1988	B2
B41	The administration, collection and recovery of non-domestic rates and exercise of powers and duties under Local Government Finance Act 1988	B2
B42	Providing relief from non-domestic rates under Sections 43, 45, 47 or 49 of the Local Government Finance Act 1988 as amended by Part 4 Localism Act 2011	B2
B43	Determining chargeable amounts payable by charities, non-profit making bodies, recreational clubs and societies and the exercise of any discretionary relief.	B24
B44	Exercise of the Council's functions in relation to any Business Improvement District under the Local Government Act 2000	B2
B45	Deciding applications for housing and council tax benefit including hardship payments and backdating including discretionary housing the calculation and recovery of over payments.	B2
B46	Determining whether landlords or agents are fit and proper to receive payment of benefit direct.	B2
B47	Revising decisions on claims for housing or council tax benefit.	B2
B48	Representing the Council at Appeals Service Tribunals	B25
B49	Proposing, adopting, implementing, and monitoring policies to tackle fraud including but not limited to Fraud Policy, Fraud Response Plan and Fraud Prosecution Policy, Annual and Strategic Internal Audit Plans, money laundering. Includes any relevant consultation with the Executive, Audit Board or Standards Advisory Committee	Not Delegated Section 151 Officer
B50	Exercising the Authority's functions and powers to administer cautions and administrative penalties with regard to benefit offences under the Social Security Fraud Act 2001.	B26

B	Finance (including Procurement)	New JCD reference
B51	Acting as Council's reporting officer to the National Criminal Intelligence Service under the Proceeds of Crime Act.	A15
B52	Authorising a prosecution for fraud by an employee or third party in accordance with the Fraud Prosecution Policy.	B27
B53	Applying for communications Data in accordance with the powers conferred by the Social Security Fraud Act 2001	B26
B54	All Decisions relating to the administration of the Superannuation Fund, crediting contributions, dividends and interest and realising and making investments, providing notices to members, arranging for periodical valuations, actuarial certificates and keeping audited accounts	B20
B55	To exercise all powers and duties of the Council as an employer in respect of contracted-out persons under the Pensions Schemes Act 1993	B20
B56	To make payments of remuneration or pension payable to an officer or pensioner of the Council, specified dependants or release permitted sums under the Local Government Act 1972 Sections 118 or 119. (See also Chief Executive's Scheme of Delegation)	B19
B57	Approval of any discretionary payments permitted by the Superannuation Act 1972. (See also the Chief Executive's Scheme of Delegation)	B19
B58	Administration of Discretionary Pension powers. (See also the Chief Executive's Scheme of Delegation)	B19
B59	Approving any gratuity scheme for part-time workers who were not eligible to join the Superannuation Scheme in consultation with Director with responsibility for HR. (See also the Chief Executive's Scheme of Delegation)	Superseded by new Act on pensions
B60	To agree early retirements granted by any school governing body with delegated powers to do so and to make discretionary severance payments in accordance with regulations and guidelines for making such payments to non school based staff. (See also the Director with responsibility for Children's Social Care and Safeguarding Scheme of Delegation)	B19
B61	To exercise and perform any powers and duties under The Welfare Reform and Pensions Act 1999 which fall to be exercised or performed by the Council by virtue of its being	B19

B	Finance (including Procurement)	New JCD reference
	an employer (powers and duties relating to stakeholder pensions). (See also Chief Executive's Scheme of Delegation)	
B62	Apply to Secretary of State for a forfeiture certificate under S111 of the Local Government Pension Scheme Regulations (as amended) (see also the Chief Executive's Scheme of Delegation).	B19
B63	Determining any appeal against the terminations set out in the Superannuation Regulations 1972 in the absence of the Chief Executive or where the Chief Executive is unable to make the decision or otherwise requests that the Director for Finance deal with the appeal.	Not Delegated Section 151 Officer

C	Legal & Governance	New JCD reference
C1	In so far as not referred to elsewhere. Instituting, proceedings, agreeing to arbitration or ADR, defending, entering a plea in, admitting facts in, giving and seeking disclosure in, settling (within budget), issuing cautions, seeking costs, taking relevant enforcement action, injunctions, confiscation and restraint orders and taking other relevant procedural action in respect of any actual or contemplated legal or other formal proceedings on behalf of or against the Authority and appearing by counsel or other person or to authorise an officer to so appear in any proceedings. Including all and any such action in relation to bringing or defending any appeal arising out of such legal proceedings.	C2
C2	Instituting proceedings under Section 222 of the Local Government Act 1972.	C4
C3	Authorising/affixing the Authority's seal to deeds and other documents	C17
C4	Issuing Right to Buy completion notices, and all other action in relation to RTB sales and assignments providing certificates in respect of non registered land (Right to Buy and other) paying relevant stamp duty land tax, waiving RTB discount repayments, Registry Charges/Local Land Charges, creating, waiving and enforcing easements and covenants, and discharging mortgages on behalf of the Authority and such other actions may be necessary in	C46

C	Legal & Governance	New JCD reference
	relation to the sale, purchase or enforcement/creation of rights of land or property.	
C5	Exercising the Council's discretionary power under Section 133 of the Housing Act 1985	C46
C6	Waiving legal professional fees	C33
C7	Instructing Counsel to advise or represent the Council in the name of instructing solicitor	C21
C8	Making any application to apply a caution, withdrawing any caution, objecting to any caution, registering, or objecting to notice or interest or restriction, applying to upgrade any title.	C34
C9	Making arrangements in respect of all meetings of the Council, Committees, Sub-Committees and the Executive including the administration of school appeals for exclusions (see also Chief Executives scheme of delegation).	C28
C10	Spending a reasonable sum for the purposes of presenting an address or casket to a person on whom the title of honorary alderman or freeman has been conferred. (See also Chief Executives scheme of delegation).	Deleted Covered by operational powers and duties
C11	Approving the attendance of a Member or Members at any conference where attendance is in the interests of the Council (See also delegation Part 2 of the Scheme of Delegations and (see also Chief Executives scheme of delegation).	C26
C12	Approving travelling and subsistence claims of Members in accordance with the agreed Scheme (See also Part 2 of the Scheme of Delegations and see also Chief Executives scheme of delegation).	C29
C13	Approving expenditure for Members' library and other resources and development, as necessary to enable them to carry out their office and the functions of the Authority. (See also Part 2 of the Scheme of Delegations)	C29
C14	To grant use of the Newham coat of arms and agree the purchase of badges for holders of civic office. (see also Chief Executives scheme of delegation)	C30

C	Legal & Governance	New JCD reference
C15	To provide and furnish halls, offices and other buildings for the use of public meetings (See also delegation in Part 2 of the Scheme of Delegations)	C24
C16	Prepare and Comment on reports where maladministration is found and manage the process of dealing with the finding.	Not delegated Monitoring Officer
C17	Ensure appropriate arrangements are made to comply with the Council's duties in respect of the provision of an effective Overview and Scrutiny Committee and function.	Deleted Covered by operational powers and duties
C18	Co-ordinate and implement an annual programme of Scrutiny reviews.	Deleted Covered by operational powers and duties
C19	Confirming CPOs	C35
C20	To agree to waiver the Council's legal professional fees in relation to any land transaction	Duplicate – same as C6 above and C29, 44 & 51 below
C21	To give notice, publish and take any necessary action in respect of Compulsory Purchase Orders under the Acquisition of Land Act 1981 or any other enabling legislation, and pay or recover compensation, home loss, disturbance, serve notices, reach agreement, accept undertakings, instruct the Services to issue notices, warrants for possession, redeem mortgages, and such functions and powers position to Compulsory Purchase (Vesting Declarations) Act 1981, and Compulsory Purchase Act 1965 and any other related legislation and Land Compensation Acts 1961 and 1973 but not confirming CPO's	C35
C22	To register a notice, apply for a certificate, under The Rights of Light Act 1959 Section 2 (also see Regeneration scheme of delegation)	C36

C	Legal & Governance	New JCD reference
C23	To publish notice of any intention to dispose of open space under The Local Government Act 1972 and The Town and Country Planning Act 1959 (Section 26) or instruct the Director for Legal to do so	C37
C24	To agree payments for relevant professional fees incurred by the Council by lessees or prospective lessees of the Council's commercial premises (but not waiver for Legal fees which is dealt with above).	C38
C25	To serve any notices and exercise any powers and duties including payment of compensation arising out of the Council's ownership of land	C39
C26	Approval of claims of costs for successful objectors to CPO	C35
C27	Issuing Right to Buy completion notices, and all other action in relation to RTB sales and assignments providing certificates in respect of non registered land (Right to Buy and other) paying relevant stamp duty land tax, waiving RTB discount repayments, Registry Charges/Local Land Charges, creating, waiving and enforcing easements and covenants, and discharging mortgages on behalf of the Authority and such other actions maybe necessary in relation to the sale, purchase or enforcement/creation of rights of land or property.	Duplicate – same as C4 above
C28	Exercising the Council's discretionary power under Section 133 of the Housing Act 1985	Duplicate – same as C4 above
C29	Waiving legal professional fees	Duplicate – same as C6, C20 above and C44 and C51 below
C30	Instructing Counsel to advise or represent the Council in the name of instructing solicitor	Duplicate – same as C7 above and C65 below
C31	Making any application to apply a caution, withdrawing any caution, objecting to any caution, registering, or objecting to notice or interest or restriction, applying to upgrade any title.	Duplicate – same as C8 above
C32	Making arrangements in respect of all meetings of the	Duplicate –

C	Legal & Governance	New JCD reference
	Council, Committees, Sub-Committees and the Executive including the administration of school appeals for exclusions (see also Chief Executives scheme of delegation).	same as C9 above
C33	Spending a reasonable sum for the purposes of presenting an address or casket to a person on whom the title of honorary alderman or freeman has been conferred. (See also Chief Executives scheme of delegation).	Duplicate – same as C10 above
C34	Approving the attendance of a Member or Members at any conference where attendance is in the interests of the Council (See also delegation Part 2 of the Scheme of Delegations and (see also Chief Executives scheme of delegation).	Duplicate – same as C11 above and C70 below
C35	Approving travelling and subsistence claims of Members in accordance with the agreed Scheme (See also Part 2 of the Scheme of Delegations and see also Chief Executives scheme of delegation).	Duplicate - same as C12 above and C71 below
C36	Approving expenditure for Members' library and other resources and development, as necessary to enable them to carry out their office and the functions of the Authority. (See also Part 2 of the Scheme of Delegations)	Duplicate – same as C13 above
C37	To grant use of the Newham coat of arms and agree the purchase of badges for holders of civic office. (see also Chief Executives scheme of delegation)	Duplicate – same as C14 above
C38	To provide and furnish halls, offices and other buildings for the use of public meetings (See also delegation in Part 2 of the Scheme of Delegations)	Duplicate – same as C15 above
C39	Prepare and Comment on reports where maladministration is found and manage the process of dealing with the finding.	Duplicate – same as C16 above
C40	Ensure appropriate arrangements are made to comply with the Council's duties in respect of the provision of an effective Overview and Scrutiny Committee and function.	Duplicate – same as C17 above
C41	Co-ordinate and implement an annual programme of Scrutiny reviews.	Duplicate – same as C18 above

C	Legal & Governance	New JCD reference
C42	Confirming CPOs	Duplicate – same as C19 above
C44	To agree to waiver the Council’s legal professional fees in relation to any land transaction	Duplicate – same as C6 , C20, C29 above and C44, C51 below
C45	To give notice, publish and take any necessary action in respect of Compulsory Purchase Orders under the Acquisition of Land Act 1981 or any other enabling legislation, and pay or recover compensation, home loss, disturbance, serve notices, reach agreement, accept undertakings, instruct the Services to issue notices, warrants for possession, redeem mortgages, and such functions and powers position to Compulsory Purchase (Vesting Declarations) Act 1981, and Compulsory Purchase Act 1965 and any other related legislation and Land Compensation Acts 1961 and 1973 but not confirming CPO’s	Duplicate – same as C21 above and C52 below
C46	To register a notice, apply for a certificate, under The Rights of Light Act 1959 Section 2 (also see Regeneration scheme of delegation)	Duplicate – same as C22 above
C47	To publish notice of any intention to dispose of open space under The Local Government Act 1972 and The Town and Country Planning Act 1959 (Section 26) or instruct the Director for Legal to do so	Duplicate – same as C23 above
C48	To agree payments for relevant professional fees incurred by the Council by lessees or prospective lessees of the Council’s commercial premises (but not waiver for Legal fees which is dealt with above).	Duplicate – same as C24 above
C49	To serve any notices and exercise any powers and duties including payment of compensation arising out of the Council’s ownership of land	Duplicate – same as C25 above
C50	Approval of claims of costs for successful objectors to CPO	Duplicate – same as C26 above
C51	To agree to waiver the Council’s legal professional fees in	Duplicate –

C	Legal & Governance	New JCD reference
	relation to any land transaction	same as C6, C20, C29 and C44 above
C52	To give notice, publish and take any necessary action in respect of Compulsory Purchase Orders under the Acquisition of Land Act 1981 or any other enabling legislation, and pay or recover compensation, home loss, disturbance, serve notices, reach agreement, accept undertakings, instruct the Services to issue notices, warrants for possession, redeem mortgages, and such functions and powers position to Compulsory Purchase (Vesting Declarations) Act 1981, and Compulsory Purchase Act 1965 and any other related legislation and Land Compensation Acts 1961 and 1973 but not confirming CPO's	Duplicate – same as C29 and C45 above
C53	To sign, serve, advertise and receive notices and documents on behalf of the Council in relation to any formal or legal procedures.	C7
C54	To certify as a true and correct record any documents in accordance with section 229 of the Local Government Act 1972.	C19
C55	To sign or endorse any documents on behalf of the borough where so requested by a citizen.	C20
C56	To serve requisitions for information and other documents to enable the Council to receive information in the pursuance of legal proceedings.	C8
	Where the issue of any document, notice or order will be a necessary step in legal proceedings on behalf of the Council, to sign such document unless any enactment otherwise requires or unless the Council has given the necessary authority to some other person for the purposes of such proceedings.	C9
C57	To authorise, serve or issue all statutory notices, approvals and licences under any enactment other than those specifically delegated to another officer.	C21

C	Legal & Governance	New JCD reference
C58	To instruct and/or seek the opinion of legal counsel and/or external solicitors in consultation with the Chief Executive or appropriate Group Director, Assistant Director or Head of Service and to instruct legal counsel or experts to advise or appear on any matter and to agree fees arising.	Duplicate – same as C7 and C30 above
C59	In consultation with the Director of Finance to settle claims in proceedings commenced or about to be commenced against the Council in a court or tribunal up to a limit of £100,000. Settlement of claims that exceed £100,000 require the approval of the relevant individual Cabinet Member or of the Cabinet, unless the decision is required to be made immediately before, at, or during a hearing.	C6
C60	To arrange for the administration of all statutory appeals.	C28
C61	To implement the Council's early retirement, retirement and redundancy policies in consultation with the Director of Finance and the director of Internal Transactions.	E2
C62	To act and make decisions on behalf of a pensions panel consisting of the Director of Finance, Director of Internal Transactions and Director of Legal & Governance for the purposes of Stage 2 appeals within the Internal Dispute Resolution Procedure Regulations and exercising other discretions within the Local Government Pension Schemes.	C32
C63	Authorising officers to attend court and appear on behalf of the Council under S.223 Local Government Act 1972 and the County Courts Act 1984	C10
C64	To authorise, serve or issue all statutory notices, approvals and licences under any enactment other than those specifically delegated to another officer.	Duplicate – same as C57 above
C65	To instruct and/or seek the opinion of legal counsel and/or external to instruct legal counsel or experts to advise or appear on any matter and to agree fees arising.	Duplicate – same as C7 and C30 above
C66	Granting authority to seek magistrates approval under RIPA in accordance with the agreed policy & guidance	A14
C67	Authorising officers and Single Point of contact for	A14

C	Legal & Governance	New JCD reference
	communications data (see Executive Director of Resources Scheme for powers under Social Security Act)	
C68	Signing Statements of Truth, providing witness statements and statutory declarations in respect of matters within their own knowledge and giving evidence in person on behalf of the Authority	C13
C69	In consultation with the Leader of the Group of which the previous appointee is a Member, to appoint a Member of the Council to fill a casual vacancy in any appointment to another organisation arising during the course of a municipal year.	C31
C70	Approving the attendance of a Member or members at any conference where attendance is in the interests of the Council	Duplicate – same as C11 and C34 above
C71	Approving travelling and subsistence claims of Members in accordance with the agreed Scheme	Duplicate – same as C12 and C35 above
C72	Approving compensatory payments under section 92 Local Government Act 2000	C40
C73	Administering cautions in any criminal proceedings.	C14
C74	Applying for Confiscation Orders, restraint, Charging Orders, deduction of wages, injunctions, possession and any other appropriate orders in connection with all criminal legal proceedings initiated by the Council	C15
C75	Settling claims (other than Employment Tribunal claims, debts and those covered by insurance) including Part 36 offers with the approval of the Director with responsibility for Legal Services. Approval of the Director of Finance (as Chief Finance Officer) is required where the settlement will have a detrimental budget impact or require use of contingencies.	C6
C76	Providing legal support (including payment of external lawyers' fees etc.) to staff assaulted in the course of their duties. Includes agreeing any conditions applicable including a cap on contributions and circumstances for repayment	C48
C77	Authorising officers to use powers of entry and seizure where permitted in law. (See Executive Director of	C42

C	Legal & Governance	New JCD reference
	Resources and Commercial Development Scheme for specific powers under the Social Security Act)	
C78	Discharging miscellaneous Local Government functions and powers such as accepting gifts on behalf of the Council, advertising Council services, promoting involvement in democracy and promoting the area. Provided any requirement to consult with the Councils communications service is adhered to.	Deleted – covered by operational powers and duties
C79	Applying to register any Land Charge, search the Land Charges Register pay any request fee and request Office Copy Entries from Land Registry	C43
C80	Authorise the taking of photocopies of material open for public inspection under a statutory requirement as permitted by copyright Designs & Patents Act 1984	C47
C81	Serving notice on registered keeper of vehicle requiring information about the identity of driver person in charge of the vehicle in relation to any offence concerning the vehicle and instructing Legal Services to bring proceedings for C45failure to provide information	C44
C82	Serving notices on occupiers of any land or premises requiring them to furnish information regarding details of all those with an interest in the land	C45

D	ICT/BUSINESS SYSTEMS	New JCD reference
D1	To develop the Council's e-government and t-government strategies.	D1
D2	To develop the Council's information systems, and information technology and e-government strategies.	D2
D3	To develop the Council's information and communications technology strategies including the supply, withdrawal, data protection, security and integrity of the systems to	D3

D	ICT/BUSINESS SYSTEMS	New JCD reference
	staff and members.	
D4	To supply connections and services to public sector partners and other organisations, provided that the integrity of the Council's information systems is maintained.	D4
D5	Agreeing arrangements for the use of any spare capacity in any computers or associated equipment owned by the Council under Section 38 of the Local Government (Miscellaneous Provisions) Act 1976	D5
D6	Notifying all staff of any electronic communications monitoring routinely carried out	Deleted – covered by operational powers and duties
D7	Approving sales of computer software developed and owned by the Council	D6
D8	Agreeing policies procedures and standards relating to the security, integrity and accessibility for ICT infrastructure and systems	D7
D9	Maintaining the Council's Publication Scheme, the Freedom of Information Act charging policy and re-use policy	Deleted – not delegated

E	STRATEGIC HUMAN RESOURCES	New JCD reference
E1	To develop and implement the Council's human resources, organisation development, remuneration and occupational health strategies.	E1
E2	To implement any decisions and recommendations of recognised national negotiating bodies in respect of pay. Where a supplementary estimate is required, the cost must be reported to the Cabinet.	E3
E3	To implement decisions and recommendations of recognised national negotiating bodies on all employment matters including terms and conditions of employment.	E4

E	STRATEGIC HUMAN RESOURCES	New JCD reference
	Where there is a cost implication, a report must be made to the Cabinet.	
E4	<p>Subject to appointments, dismissals, assimilation and redundancies for Heads of Service and above being authorised by Appointments Committee, to implement the procedure for any senior management re-alignment or restructuring including;</p> <ul style="list-style-type: none"> (i) Achieving any necessary reduction through voluntary redundancy; (ii) Considering applications from unaffected Heads of Service or above which would create a suitable alternative employment opportunity for an affected Head of Service or above; (iii) Deciding upon the ring fence arrangements and inviting applications for assimilation; and (iv) Arranging advertisements and assessment centres, and, subject to compliance with Contract Procedure Rules, appointing external recruitment consultants. 	E5
E5	In consultation with the Director of Legal and Governance, to amend HR policies where necessary in consequence of legislative, organisational or other changes that have no adverse financial effect.	E6
E6	Approval of staffing related Equalities Impact Assessments	E7
E7	Approval of service related equalities impact assessment	E7
E8	Agreeing policies and procedures for recruitment, retention, change/reorganisation, redundancy, redeployment, absence, capability, conduct, Terms and Conditions of Employment, including dismissal of staff under Section 112 of the Local Government Act 1972 in consultation with Head of Paid Service and SLG/CMT where appropriate. (See also Chief Executive's Scheme of Delegation)	E2 Implementation of policies, not approval
E9	Approval of staffing related Corporate policies and procedures (including those related to Health and Safety)	E2

E	STRATEGIC HUMAN RESOURCES	New JCD reference
	not otherwise referred to in delegation EDR43 [where those are not specifically reserved to the Mayor in his Scheme of Delegation or where they affect the terms and conditions of staff and would be a non executive matter] in consultation with NEB where appropriate and Head of Paid Service. (See also Chief Executive's Scheme of Delegation)	Implementation of policies, not approval
E10	Evaluating job descriptions and approving changes to job grading and issuing statements of particulars to all staff.	E2
E11	Designing and implementing job application forms and criteria.	Deleted-covered by operational powers and duties
E12	Comply with and exercise powers and duties of the Authority as an employer under the Transfer of Undertakings (TUPE) Regulations.	E8
E13	Appointing or engaging trainers to facilitate the Council's corporate training scheme and managing the corporate management training programme in compliance with relevant procurement rules	E9
E14	Consulting with recognised Trades Unions and in particular in respect of redundancies under the Trade Union and Labour Relations (Consolidation) Act 1992, s.188 including giving all appropriate notices.	E10
E15	Complying with, exercising and performing powers and functions of the Authority as an employer under the Trade Union and Labour Relations (Consolidation) Act 1992	E11
E16	Giving notice of redundancy, make redundancy payments, serve counter notices and written statements of redundancy calculations under ERA 1996 Sections 135, 143, 149 and 165 (save that any pension payments payable shall be subject to the relevant pensions decisions as provided for elsewhere in the Scheme of Delegation).	E12
E17	In a redundancy situation, consideration of the suitability of alternative employment and the impact on redundancy pay of an employee's rejection of the alternative role and reasons for refusal	E2

E	STRATEGIC HUMAN RESOURCES	New JCD reference
E18	In a redundancy situation, deciding to end the trial period for potential suitable alternative employment before the end of the normal four weeks or not to confirm the employee in post at the end of the trial period.	E2
E19	Exercising any powers in respect of statutory sick, parental, incapacity or industrial injuries pay under The Social Security Administration Act 1992, Social Security Contributions and Benefits Act 1982 or in relation to the reserve forces under the Reserve Forces (Safeguard of Employment) Act 1985 and Reserve Forces Act 1996.	E13
E20	Adjusting payment to officers, implementing binding decisions of national negotiating bodies and implementing single status agreement	E2/E3
E21	Giving effect to a governing body's decision in respect of the remuneration and other terms of employment of school teachers and any pay and conditions orders made by the Secretary of State in accordance with any guideline issued under Education Act 2002 Sections 10, 122 and 127. (See also Chief Executive's and the Executive Director with responsibility for Children and/or Education Services Scheme of Delegation)	E14
E22	Applying for and giving notices or information in respect of any attachment of earnings orders made in relation to any debtor who is an employee of the Council under Attachment of Earnings Act 1971 Sections 07, 15 and 16	E15
E23	Approving applications for specific staff monitoring where warranted under the Council's policy and in accordance with the Information Commissioners Code	E16
E24	Amendments to the Council's whistle blowing policy in consultation with the Audit Board and Standards Committee	E17

F	ASSET MANAGEMENT (INCLUDING PROPERTY STRATEGY)	New JCD reference
F1	Disposing of assets (other than land) provided best possible price is obtained.	F7
F2	Disposing of assets (other than land) with no value (this	F11

F	ASSET MANAGEMENT (INCLUDING PROPERTY STRATEGY)	New JCD reference
	does not include disposal at nil value/peppercorn where the asset has a value. Such disposals are covered by C1).	
F3	<p>The approval of the disposal of any freehold or leasehold land (other than commercial or industrial tenancies of single units at full market value for 20 years or less) where the capital of the value does not exceed the stated value in the delegation (£10,000 for voluntary or community groups) (excluding disposals of commercial premises, statutory rights such as Right to Buy, enfranchisement or a statutory right to lease extension).</p> <p>All disposals must have the approval of the Director with responsibility for Property Services</p>	F7
F4	Disposing of land and property within the postholders portfolio or remit where the disposal is subject to a statutory requirement to do so. Provided in consultation with Director with responsibility for Property Services.	F8
F5	The approval of the disposal of any commercial shop or industrial unit for a lease of 20 years or less on the Council's usual terms and conditions at full market rental with a capital values of £500,000 or more (or £50,000 or more for voluntary or community groups)	F7
F6	Acquiring freehold or leasehold land in consultation with Director with responsibility for Property Services. Purchases over £500,000 must be approved by the Mayor	F9
F7	Applying for planning permission from the Council on Council owned land and in consultation with Director with responsibility for Property Services.	F13
F8	Serving Notices to Quit, Notices Seeking Possession and tenants notices; exercising any duty to compensate in respect of land matters or re-housing duties, enforcing covenants; serving notices relating to land; and disposal of property left on land. Where such actions are outside the Council's housing landlord function any notice or compensation calculation must be in consultation with the	F15

F	ASSET MANAGEMENT (INCLUDING PROPERTY STRATEGY)	New JCD reference
	Director with responsibility for Property Services.	
F9	Agreeing decant status for occupiers of premises subject to a Regeneration Scheme, disposal programme or land assembly scheme. Up to 50 tenants where scheme cost is within officers delegated authority.	F12
F10	Licensing of access works and demolition on Council owned land and property. If approved by Property Services	F16
F11	Enforcement of street trading if approved by the Director of Business Systems, Property and Commercial Development or Markets Development Manager or Director for Enforcement and Safety.	Deleted – authorised by other officers
F12	Enter into planning and highway agreements on Council owned land (but not public highway) and where the Council is not planning authority (e.g. Thames Gateway, UDC area)	F14
F13	Provision and maintenance of any theatre, concert hall, entertainment room, reading room, pavilion, bandstand, refreshment rooms, cloakrooms, lavatories and the like for the provision of concerts and other entertainments and of developing and improving the knowledge of arts and crafts under Sections 4 and 5 of the London County Council (General Powers) Act 1947 and Section 145 of the Local Government Act 1972.	F27
F14	Carry out full range of functions to provide necessary support to deliver the Council's Primary and Secondary school building programmes and schools asset management in so far as the function is not contained within the portfolio of the Executive Director for Operations	Deleted – covered by other powers and duties
F15	Provide project and programme office support for the delivery of the Council's programme of projects across the Council and ensuring compliance with corporate standards	Deleted – covered by general powers and duties
F16	Support the Council's business improvement processes through; provision of project managers and project support including undertaking business process reviews and service	Deleted – covered by general powers and duties

F	ASSET MANAGEMENT (INCLUDING PROPERTY STRATEGY)	New JCD reference
	improvement projects	
F17	Provide project and programme office support for the delivery of the Council's programme of projects across the Council and ensuring compliance with corporate standards	Deleted – covered by general powers and duties
F18	To ensure compliance with the Council's Carbon Reduction Commitment Energy Efficiency Scheme	F32
F19	Preparing, proposing, and implementing a Corporate Asset Management Plan and Corporate Property Strategy for the Council's property assets.	F2
F20	Duty maintain and publish a list of land which is of community value known as "List of assets of Community Value" in the borough under section 87 of the Localism Act 2011.	F25
F21	Duty to review a decision to include land in the list of assets of community value when requested under section 92 of the Localism Act 2012	F25
F22	Under section 87 of the Localism Act 2011 determining the form and content of lists of assets of community value.	F25
F23	Duty to maintain and publish a list of unsuccessful community land nominations under section 93 of the Localism Act 2011.	F25
F24	Duty to publicise receipt of notice of disposal of land of community value which is on the list of assets of community value under section 97 of the Localism Act 2011.	F25
F25	Calculation and payment of any statutory compensation due to landowners whose property is on the list of land of community value.	F25
F26	Duty to inform owner of land of request to be treated as bidder under section 98 of the Localism Act 2011.	F25
F27	To instruct Legal Services to apply for (or to vary, discharge, suspend etc.) and to comply with access orders under the Access to Neighboring Land Act 1992	F19
F28	To instruct legal services to give notice, publish and take any necessary action in respect of Compulsory Purchase Orders under the Acquisition of Land Act 1981, and pay or	F24

F	ASSET MANAGEMENT (INCLUDING PROPERTY STRATEGY)	New JCD reference
	recover compensation, home loss, disturbance, serve notices, reach agreement, accept undertakings, instruct the Services to issue notices, warrants for possession, redeem mortgages, settle claims of costs for successful objectors and such functions and powers pursuant to Compulsory Purchase (Vesting Declarations) Act 1981, and Compulsory Purchase Act 1965 and any other related legislation and Land Compensation Acts 1961 and 1973 and any such other powers and duties as the Council may have arising out of the Council's ownership of land.	
F29	To apply for a certificate from the local planning authority, issue appeals, give notice of proposal to carry out development, give notice or instruct Legal Services to give notice of withdrawal of any notice to treat and approve consequential compensation and home loss payments under the Land Compensation Acts 1961 and 1973 in respect of Compulsory Purchases	F24
F30	To instruct Legal services to object to a compulsory purchase order in respect of land owned by the Council, and to apply to the High Court to question the validity of a compulsory purchase order or any provision contained therein under the Acquisition of Land Act 1981	F24
F31	To instruct legal services to recover compensation, home loss, disturbance, reach agreement, accept undertakings, redeem mortgages and such functions and powers in relation to any compulsory purchase order in respect of land owned by the Council under the Compulsory Purchase (Vesting Declarations) Act 1981, the Compulsory Purchase Act 1965 and any other related legislation and Land Compensation Acts 1961 and 1973	F24
F32	TOWN AND COUNTRY PLANNING ACT 1990 in so far as it relates to extinguishment of rights including service of notices, counter-notices, withdrawal of such notices and associated applications in respect of any statutory undertaker or telecommunications code system operator in any land compulsorily acquired by the Council and to pay compensation as set out in sections 271,272, 273, 279, 280 and 282.	F15
F33	To consent to an application to register land as common hold and to instruct Legal Services to make an application to court under The Common hold and Leasehold Reform Act	F12

F	ASSET MANAGEMENT (INCLUDING PROPERTY STRATEGY)	New JCD reference
	2002	
F34	Give notice to the appropriate highway authority and give notice to the appropriate authority so as to negative any intention to dedicate a highway under The Highways Act 1980 Section 31	F15
F35	The approval of the disposal of any freehold or leasehold land and/or property with a capital value up to £500k, with the exception of disposals to community and/or voluntary groups in which case the authority shall be limited to a capital value up to £10,000 or in excess of that if approved by Mayor's decision (excluding statutory rights such as Right to Buy, enfranchisement or a statutory right to lease extension or commercial leases which are dealt with in delegation RPP11 below)	F7
F36	Acquisition of land on a freehold or leasehold basis with a capital value of up to £500,000 in consultation with the relevant Chief Officer in accordance with Section 2 of this Scheme of Delegation.	F9
F37	Approval of disposal of leases of commercial shop units (on the Council's usual terms at full market rental for 20 years or less and capital value up to £500,000) and land where required as the result of the exercise of statutory right, such as Right to Buy or Enfranchisement	F7
F38	To acquire and dispose of land and premises, agree and discharge restrictive covenants, accept and require easements, rights or privileges in respect of any land, including the grant of licences. Subject to approval of the Mayor where required by the thresholds set out in Mayor's Scheme of Delegation and the authority of the relevant Executive Director for the service disposing of or acquiring such land or premises. Carry out such soil surveys, structure surveys and other checks necessary to ensure due diligence in respect of such land transactions, and authorise others to carry out such surveys in respect of the land owned by the Council whether under the Land Registration Act 1925 or other legislation.	F7 F9
F39	To negotiate all relevant terms including as to payment of professional fees (but not the waiver of legal professional fees) in respect of the letting and management of commercial premises owned by the Council, apply rent reviews and serve all relevant notices in respect of such	F21

F	ASSET MANAGEMENT (INCLUDING PROPERTY STRATEGY)	New JCD reference
	premises or instruct the Director Legal Services to issue such notices whether under the lease or statutory provision including retrieval assignments, variations, termination, contracting out of the 1954 Act, and enforcement of such commercial leases and all other relevant landlord action under the Landlord and Tenant Acts and related status	
F40	To agree or request guarantee agreements, rent deposits, overriding leases, release from covenant, apportion liability under covenants and agree compensation for Leases or Tenancies under The Landlord and Tenant Act 1927 and Landlord and Tenant (Covenants) Act 1995)	F17
F41	To register a notice, apply for a certificate (or instruct the Director for Legal Services to do so) under the Rights of Light Act 1959 (S2)	F15
F42	To give any notice, apply to court or lands tribunal, deal with charges, act as mortgagee in possession, deal with proceeds as mortgagee, grant licences and surrender leases (or instruct the Director Legal Services to take any of these actions) under The Law of Property Act 1925	F19
F43	To repair, maintain and insure premises in accordance with the terms of any lease and statutory requirement	F12
F44	To seek mortgagor's consent for the transfer of any interest the Council has as mortgagee under Section 7 of The Local Government Act 1986	F17
F45	To propose the alteration of the valuation list or raise objections to any proposed alteration in respect of any property owned by the Council and appealing to the valuation tribunal in respect of such proposals under The Local Government Finance Act 1988 Section 55.	F23
F46	To carry out rent reviews or Lease renewals	F20
F47	To assess the market value and the value of any improvements on which the sale price should be based for the purposes of sale under the Right to Buy Provisions	F3
F48	To grant wayleaves and easements to, and enter similar agreements with statutory undertakers and other bodies, relating to services supplied or transmitted across or under premises under the control of the Authority, provided that where the premises are in occupational use by another department this decision is taken in conjunction with the	F15

F	ASSET MANAGEMENT (INCLUDING PROPERTY STRATEGY)	New JCD reference
	Relevant Executive Director or Relevant Service Head	
F49	To provide valuations of land for the purposes of acquisition and disposal by the Council	F3
F50	To serve any notices extinguishing the rights of statutory undertakers or telecommunications operators (or instruct the Director Legal Services to do so), to pay compensation arising out of such action and refer any dispute to the Land Tribunal under the Town and Country Planning Act 1990, Sections 271, 272, 273, 279 and 282	F15
F51	To approve the Council's participation in Section 106 agreements where the Council is joined in the agreement as landowner. Provided the terms of the Section 106 agreement are in accordance with any decision to dispose of the land.	F14
F52	Tribunals Courts And Enforcement Act 2007 - section 72 To use the procedure under Schedule 12 of this Act for the purpose of recovering rent payable under a lease of commercial premises. Sections 81 and 83 To serve, withdraw or replace notice on a sub-tenant of commercial premises demanding payment of rent to the Council as head lessor rather than to the immediate tenant and to comply with and exercise and perform any powers and duties contained in any regulations made under this section with regard to the serving of such notices. Section 83	F19
F53	To exercise and perform any powers and duties contained in Part 1 of the Landlord and Tenant Act 1927 which may or shall be exercised or performed by the Council by virtue of its being the Landlord or Tenant as the case may be of any business tenancies. Including compensation for improvements and goodwill on the termination of business tenancies.	F22
F54	To keep a copy of any register sent to the Council under Part X Local Government Planning and Land Act 1980 (register of land held by public bodies) available for inspection, provide copies of such register on payment of a reasonable charge and to amend such register on being	F26

F	ASSET MANAGEMENT (INCLUDING PROPERTY STRATEGY)	New JCD reference
	notified of amendments made by the Secretary of State. Notify the Secretary of State of any inaccuracies and comply with any directions and make representations as to why proposed directions should not be given or as to the proposed content of any such directions.	
F55	To serve notice on the tenant under sections 1 and 3 Landlord and Tenant Act 1988 in response to applications seeking consent for any of the actions to which these sections apply (assignments, underletting etc) taken by the tenant of the subtenant.	F22
F56	To exercise and perform any powers and duties contained in the Leasehold Property Repairs Act 1938 which may or shall be exercised or performed by the Council by virtue of its being the landlord or tenant of any premises as the case may be. (Enforcement by Landlord of obligation to repair).	F22
F57	To publish notice of any intention to dispose of open space under the Local Government Act 1972 and the Town and Country Planning Act 1959 (s26) or instruct the Director for Legal to do so	F18
F58	Giving instructions to debt collection agencies, issuing legal proceedings, applying for attachment of earnings orders, charging orders, bankruptcy and any other relevant enforcement action to recover any debt including attending creditors meetings, co-operating with administrators, trustees in bankruptcy, liquidators, receivers and exceeding powers to seek administration, bankruptcy or liquidation in relation to debts owed to the Council. (see also Executive Director Customer Services, Regeneration and Part 2 Schemes of Delegation)	F28
F59	Serving statutory demands, placing and enforcing charges, recovering interest and expenses, appointing receivers, collecting interest and expenses in connection with any debt owed to the Council (see also Executive Director Customer Services, Regeneration and Part 2 Schemes of Delegation)	F28
F60	To exercise the Council's discretion to release information where statutorily permitted to do so in respect of any debt owed to the Council (see also Executive Director Customer Services, Regeneration and Part 2 Schemes of Delegation)	F28

G	INTERNAL TRANSACTIONS	New JCD reference
G1	To advise on, co-ordinate and manage all payroll functions on behalf of the Council.	G1
G2	To administer the Council's pension fund.	G2
G3	The exercise of the client monitoring function in respect of occupational health and the Council's recruitment advertising contracts, and the power to select and accept tenders for external consultants or contracts in accordance with the Council's standing orders.	G3
G4	To grant gifts for long service up to the limit specified from time to time by the Director of Finance.	G4
G5	To approve the arrangements for members' training and development.	G5
G6	To act and make decisions on behalf of a pensions panel consisting of the Director of Finance, Director of Internal Transactions and Director of Legal & Governance for the purposes of Stage 2 appeals within the Internal Dispute Resolution Procedure Regulations and exercising other discretions within the Local Government Pension Schemes.	G6
G7	To approve proposals for the payment of allowances in accordance with the "Croydon Scheme" to staff injured in the course of their duties.	G7
G8	To undertake the role of appointed person for the Council in all matters relating to the Disclosure and Barring Service.	G8
G9	To grant car and season loans to eligible staff.	G9

H	EXTERNAL TRANSACTIONS	New JCD reference
H1	To exercise the Council's discretionary powers in relation to writing off amounts due for national non-domestic rate or surcharge on grounds of hardship or general rate on grounds of poverty, up to a maximum level of £10,000.	H1
H2	To exercise the Council's discretionary powers in relation to relief for Council Tax and commercial rates.	H2
H3	To act as statutory officer pursuant to for the collection of council tax and commercial rates	H3

H	EXTERNAL TRANSACTIONS	New JCD reference
H7	To manage the operation of the relevant Contract Service Organisations (CSOs) including marketing the CSOs and consideration of the impact of new legislation on the CSOs.	H4

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APPENDIX 3



Functions delegated by LBH and LBN to the Joint Committee	
A	General
A1	To have overall responsibility for the provision to the client Councils of the shared services
A2	To consider and approve the annual report of the activities performance and finances of the shared services operation
A3	To consider and approve the annual service plan for each shared service
A4	To determine the strategic direction of the shared services operation
A5	To determine any strategic issue referred to it by the Managing Director
A6	To advise the client Councils what financial resources are desirable for the delivery of the shared services operation for three financial years ahead from the current financial year
A7	To consider and approve the internal budget for the shared services operation within the overall financial constraints set by the client Council's and to make representation to the council's on the consequences of those restraints as appropriate.
A8	To incur expenditure within the OneSource revenue and capital budgets as approved by the Joint Committee, or as otherwise approved, subject to any variation permitted by the Council's contract and financial procedure rules.
A9	To incur expenditure within the revenue and capital budgets for the relevant service as approved by the Council, subject to any ICT variation permitted by the Council's contract and financial procedure rules.
A10	To oversee the delivery of programmes agreed by Council and Cabinet.
A11	After consultation with the relevant Cabinet Member to apply for, accept and a. manage external funding to an unlimited amount in support of any function; b. as above up to a financial limit of up to £500k.
A12	To accept grants and the terms and conditions thereof for and on behalf of the Council.
A13	To authorise the making of ex gratia payments up to the limit specified in the financial procedures where the Local Government Ombudsman has recommended that such payment be made in local settlement of a complaint.
A14	To authorise activities under the Regulation of Investigatory Powers Act 2000

Functions delegated by LBH and LBN to the Joint Committee	
A	General
A15	Acting as Council's reporting officer to the National Criminal Intelligence Service under the Proceeds of Crime Act.
A16	Payment of allowances in accordance with the "Croydon Scheme" to staff injured in the course of their duties must be made after consultation with Director of Human Resources or the Director of Legal & Governance.
A17	To approve applications for leave for trade union conferences and training courses after consultation with the Director of Human Resources.
A18	To approve payment of claims by employees for loss or damage to property and clothes up to the limit specified from time to time by the S151 officers. Payment above the limit specified from time to time.
A19	To grant permission for employees to undertake outside work or duties whether paid or unpaid subject to there being no conflict of interest.
A20	To approve honoraria payments after consultation with the Director of Human Resources.
A21	To implement any approved financial programme, including the authorisation of expenditure and procurement of goods and services in accordance with the financial regulations and procedures.
A22	Agreeing provision of goods materials or services to another body or person, provision of staff under S112 and S113 of the Local Government Act 1972 (or such other provision as may permit sharing of resources between public authorities) and deciding on the charges levied for such provision provided the decision will not incur additional costs or potential redundancy costs for the councils at the end of the arrangement. If there is a potential for additional costs for the councils at the end of the arrangement or redundancy costs arising to one of the councils the decision will require Mayoral approval (LBN) or Executive approval (LBH).

Functions delegated by LBN and LBH to the Joint Committee	
B	Finance (including Procurement)
B1	<p>To:</p> <ul style="list-style-type: none"> • Advise on revenue and capital budgets of the Council, including the Housing Revenue Account and advising on housing rent levels • Monitor the revenue and capital budgets of the Council, including the Housing Revenue Account
B2	<ul style="list-style-type: none"> • Levying, collecting and recovery of Council Tax in respect of dwellings in the Council's area under the Local Government Finance Act 1992 • The administration, collection and recovery of non-domestic rates and exercise of powers and duties under Local Government Finance Act 1988. • To prepare, deposit, alter and give any adopted non-domestic rating list under the Local Government Finance Act 1988. • Providing relief from non-domestic rates under Section 43, 45, 47 or 49 of the Local Government Finance Act 1988 as amended by Part 4 Localism Act 2011. • Power to levy discretionary discounts under Section 13A of the Local Government Finance Act 1992 • Exercise of the Council's powers and duties in respect of housing and Council tax benefits • Determine hardship payments and backdating including discretionary payments or discounts and calculation and recovery of over payments • Determining whether landlords or agents are fit and proper to receive payment of benefit direct. • Revise decisions on claims for housing or council tax benefit • Instituting proceedings, agreeing to any form of ADR in respect of collection of NNDR or Council Tax and other related enforcement action in respect of such options including attending creditor meetings, co-operating with administrators, trustees in bankruptcy, liquidators, receivers and exercising powers to seek administration, bankruptcy or liquidation in relation to debts owed to the Council. • Exercise of the Council's functions in relation to any Business Improvement District under the Local Government Act 2000
B3	<ul style="list-style-type: none"> • To write off sums which are irrecoverable pursuant to financial procedures • To settle claims on behalf of the Council in compliance with the Council's write off policy in compliance with financial procedures • Give instructions to debt collection agencies with regards to all processes pursuant to the financial procedures to recover debts owed to the Council • Serving statutory demands and placing and enforcing charges, recovering interest and expenses, appointing receivers. • Institute proceedings and enforcement action to recover debts • To exercise the Council's discretion to release information where statutorily permitted to do so in respect of any debt owed to the Council
B4	Authorising or approving purchase orders and payments pursuant to the limits set out in the financial procedures.

Functions delegated by LBN and LBH to the Joint Committee	
B	Finance (including Procurement)
B5	<ul style="list-style-type: none"> • To manage the Council's loan debt (including borrowing, investing or lending money on the behalf of the Authority), investments, and temporary investments, pension scheme and pension fund, insurance fund, act as registrar of loan instruments, manage all banking arrangements including numbers and types of accounts at all times subject to compliance to the financial procedures, Treasury Management Policy Statement and borrowing limits and Prudential Code. • To apply for any subsidy due to the Council • To prepare, propose and implement a treasury management policy statement, annual strategies pursuant to the councils' financial regulations and procedures. • To maintain relevant statutory accounts and registers in respect of the Council's financial arrangements as prescribed in the financial regulations.
B6	Approving all loans in accordance with the financial regulations and procedures.
B7	<p>To undertake all other financial matters arising within the Council, subject to the following requirements:</p> <ul style="list-style-type: none"> • authority to incur expenditure being approved or sanctioned by the Council or the Cabinet as appropriate pursuant to limits stipulated in the financial procedures or otherwise • powers of borrowing being exercised within guidelines agreed by the Council and any current codes of practice • all matters being within accepted accounting practice and standards and within statutory requirements • any necessary reference to the Council's external Auditors. • an annual report being presented to the relevant committee by 30 September in each year on the activities undertaken in respect of treasury management powers in the preceding financial year • reports of the external Auditors and other relevant Inspectorates upon the audit of the Council's activities being considered. • To make direct investments in local infrastructure assets as part of the Pension Fund local infrastructure portfolio after consultation with the Chair of the relevant committee. • All financial functions except ones retained by S151 officers of the respective councils.
B8	<ul style="list-style-type: none"> • With regards to contracts, obtaining quotes, to provide tender documents and specifications, invite tenders, evaluate tenders (PQQ) and make recommendations to award tender or select contractors using available frameworks in compliance with the council's procedure rules • Approving contractual documents up to the values stated in the financial procedures including contractual extensions and renewals, amendments or variations to contracts • Referring contracts to arbitration, terminating contracts, withholding payments, enforcing contract terms pursuant to financial procedures.

Functions delegated by LBN and LBH to the Joint Committee	
B	Finance (including Procurement)
B9	To approve commencement of a tendering process for all contracts up to the limit specified for all contracts in the contracts standing orders.
B10	To award contracts on behalf of both councils with a total contract value of under £5,000,000
B11	To sign contracts on behalf of the Council which do not require sealing.
Grants	
B12	Approving grants to voluntary organisations in accordance with the councils' policies and budget provision under any relevant legal powers
Insurance	
B13	To instruct the Council's insurers and, upon their advice, to negotiate and settle insurance claims up to limits provided for in the financial procedures
B14	<ul style="list-style-type: none"> • Settling insurance claims – including claims for personal injury where the losses are insured including those below any excess and approve any settlements or other actions in respect of such claims. Includes any action to instruct insurance providers with regard to defending any actions or threatened actions. Provided any settlement is on advice from Director of Legal and Governance, Insurers and/or Director of Finance. • Making provision for insurance in respect of the Council's functions, premises, property, employees, Members and third parties including self-insurance and the selecting of and accepting of tenders for insurance cover and related services which are considered to be best value
B15	Approving indemnities to officers/members including insurance cover. Provided with consent of the S151 officer/monitoring officer and is within the Council's agreed policy.
Fees & Charges	
B16	To implement approved fees, charges, rents etc and to ensure that proper arrangements exist for their collection.
B17	Setting Statutory Fees and Charges for services where the fee/charge is levied under a statutory obligation to do so.
B18	To monitor the implementation of the charging policy including any relevant deadlines. To advise on reviews of fees and charges.
Pensions	

Functions delegated by LBN and LBH to the Joint Committee	
B	Finance (including Procurement)
B19	To act upon and make decisions as a Pensions Panel consisting of the Director of Finance, Director of Human Resources/Organisational Development and Director of Legal & Governance for the purpose of Stage 2 appeals within the Internal Dispute Resolution Procedure Regulations and exercising other discretions within the Local Government Pension Scheme.
B20	All decisions relating to the administration of the Superannuation Fund including making payments of remuneration or pensions, crediting contributions, dividends and interest and realising and making investments, providing notices to members, arranging for periodical valuations, actuarial certificates, keeping audited accounts and applying to the Secretary of State for forfeiture certificate <ul style="list-style-type: none"> • Administration of Discretionary Pension powers. • Approval of any discretionary payments permitted by the Superannuation Act 1972. • To exercise all powers and duties of the Council as an employer. • To agree early retirements granted by any school governing body with delegated powers to do so and to make discretionary severance payments in accordance with regulations and guidelines for making such payments to non-school based staff.
B21	Suspending financial delegation to any school where there is a failure to comply with requirements of Financial Management under the School Standards and Framework Act 1998 (S51, sch 15).
B22	To make or enter into leasing arrangements for vehicles, plant and equipment.
B23	Pay any expenses incurred by Electoral Registration Officer
B24	Determining chargeable amounts payable by charities, non-profit making bodies, recreational clubs and societies and the exercise of any discretionary relief.
B25	Representing the Council at Appeals Service Tribunals
B26	<ul style="list-style-type: none"> • Exercising the councils' functions and powers to administer cautions and administrative penalties with regard to benefit offences under the Social Security Fraud Act 2001. • Applying for communications Data in accordance with the powers conferred by the Social Security Fraud Act 2001 •
B27	Authorising a prosecution for fraud by an employee or third party in accordance with the Fraud Prosecution Policy.

C Legal & Governance	
Legal Proceedings	
C1	To lay information, complaints and claims on behalf of the Council for the purpose of any proceedings before the Magistrates' Court, County Court and other courts and tribunals, including all civil and criminal proceedings.
C2	In so far as not referred to elsewhere. Instituting, proceedings, agreeing to arbitration or ADR, defending, entering a plea in, admitting facts in, giving and seeking disclosure in, settling (within budget), issuing cautions, seeking costs, taking relevant enforcement action, injunctions, confiscation and restraint orders and taking other relevant procedural action in respect of any actual or contemplated legal or other formal proceedings on behalf of or against the Authority and appearing by counsel or other person or to authorise an officer to so appear in any proceedings. Including all and any such action in relation to bringing or defending any appeal arising out of such legal proceedings.
C3	To defend all legal proceedings brought against the Council and to take any steps that are in his or her opinion expedient to that end.
C4	Instituting proceedings under Section 222 of the Local Government Act 1972.
C5	To arrange for the administration of all statutory appeals
C6	After consultation with the Director of Finance to settle claims in proceedings commenced or about to be commenced against the Council in a court or tribunal up to a limit of £250,000. Settlement of claims that exceed £250,000 require the approval of the relevant individual Cabinet Member unless the decision is required to be made immediately before, at, or during a hearing in which case the decision maker must report to the relevant Cabinet member for information.
C7	To sign, serve, advertise and receive notices and documents on behalf of the Council in relation to any formal or legal procedures.
C8	To serve requisitions for information and other documents to enable the Council to receive information in the pursuance of legal proceedings.
C9	Where the issue of any document, notice or order will be a necessary step in legal proceedings on behalf of the Council, to sign such document unless any enactment otherwise requires or unless the Council has given the necessary authority to some other person for the purposes of such proceedings.
C10	To authorise Council staff to represent the Council in proceedings in the County Court of the County Courts Act 1984 and the Magistrates Court under Section 223 Local Government Act 1972.
C11	To alter the financial procedures in Financial and Contract Procedures specifically relating to EU contracts and occurring either due to exchange rate changes or EU directed amendments.
C12	To give notice, publish and take any necessary action in respect of Compulsory

C Legal & Governance	
	Purchase Orders under the Acquisition of Land Act 1981 or any other enabling legislation, and pay or recover compensation, home loss, disturbance, serve notices, reach agreement, accept undertakings, instruct the Services to issue notices, warrants for possession, redeem mortgages, and such functions and powers position to Compulsory Purchase (Vesting Declarations) Act 1981, and Compulsory Purchase Act 1965 and any other related legislation and Land Compensation Acts 1961 and 1973 but not confirming CPO's
C13	Signing Statements of Truth, providing witness statements and statutory declarations in respect of matters within their own knowledge and giving evidence in person on behalf of the Authority
C14	Administering cautions in any criminal proceedings.
C15	Applying for Confiscation Orders, restraint, Charging Orders, deduction of wages, injunctions, possession and any other appropriate orders in connection with all criminal legal proceedings initiated by the Council
C16	To instruct and or seek the opinion of Counsel and or external solicitors to advise or represent the Council in the name of instructing solicitor
Authentication of Documents	
C17	Authorising/affixing the Authority's seal to deeds and other documents and sign any documents not requiring the authorities' seal.
C18	To prepare, approve and issue or serve all legal documentation.
C19	To certify as a true and correct record any documents in accordance with section 229 of the Local Government Act 1972.
C20	To sign or endorse any documents on behalf of the borough where so requested by a citizen.
C21	To authorise, serve or issue all statutory notices, approvals and licences under any enactment other than those specifically delegated to another officer
C22	To sign or endorse any documents on behalf of the borough where so requested by a citizen.
Administration	
C23	To develop and implement the Council's information governance policies and protocols.
C24	To exercise general use and hire of the Town Hall and other halls and buildings for the purpose of meetings and other authorised events in accordance with approved fee scales and principles and guidelines but to be able to waive or reduce scales of fees and charges in suitable cases. To exercise general management of the Council Chamber, Committee Rooms and other accommodation for Members, including any audio-visual or other information technology equipment installed

C Legal & Governance	
	therein.
C25	To approve arrangements for members' training.
C26	To approve the attendance of members at conferences or training events outside the borough but within the United Kingdom, including any travel and accommodation arrangements.
C27	After consultation with the Executive and the Chairmen of Committees as appropriate, to determine the schedule of meetings for each municipal year (including dates, times and places of meeting).
C28	To undertake all the administrative procedures for all statutory and non-statutory appeals, including Schools Appeals, Hearings Panels and any other panels or Sub-Committees required including but not limited to the appointment and re-appointment of independent persons for school appeals and other hearings, the selection of members or independent persons to consider specific cases, the consideration of applications for re-hearing of School Admission Appeals, the arrangement of panels and dates and the appointment of Chairmen of panels.
C29	Approving travelling and subsistence and any other claims of Members in accordance with the agreed Schemes.
C30	To grant use of the Council's coat of arms.
C31	After consultation with the Leader of the Group of which the previous appointee is a Member, to appoint a Member of the Council to fill a casual vacancy in any appointment to another organisation arising during the course of a municipal year.
C32	To act and make decisions on behalf of a pensions panel consisting of the Director of Finance, Director of Exchequer and Transactional Transactions and Director of Legal & Governance for the purposes of Stage 2 appeals within the Internal Dispute Resolution Procedure Regulations and exercising other discretions within the Local Government Pension Schemes.
C33	Waiving legal professional fees.
C34	Making any application to apply a caution, withdrawing any caution, objecting to any caution, registering, or objecting to notice or interest or restriction, applying to upgrade any title.
C35	To give notice, publish and take any necessary action including confirmation in respect of Compulsory Purchase Orders under the Acquisition of Land Act 1981 or any other enabling legislation, and pay or recover compensation, home loss, disturbance, serve notices, reach agreement, accept undertakings, instruct the Services to issue notices, warrants for possession, redeem mortgages, approval of claims for successful objectors and such functions and powers position to Compulsory Purchase (Vesting Declarations) Act 1981, and Compulsory Purchase Act 1965 and any other related legislation and Land Compensation Acts 1961 and

C Legal & Governance	
	1973.
C36	To register a notice, apply for a certificate, under The Rights of Light Act 1959 Section 2.
C37	To publish notice of any intention to dispose of open space under The Local Government Act 1972 and The Town and Country Planning Act 1990.
C38	To agree payments for relevant professional fees incurred by the Council, by lessees or prospective lessees of the Council's commercial premises.
C39	To serve any notices and exercise any powers and duties including payment of compensation arising out of the Council's ownership of land.
C40	Approving compensatory payments under section 92 Local Government Act 2000.
C41	Providing legal support (including payment of external lawyers' fees etc.) to staff assaulted in the course of their duties. Includes agreeing any conditions applicable including a cap on contributions and circumstances for repayment.
C42	Authorising officers to use powers of entry and seizure where permitted in law.
C43	Applying to register any Land Charge, search the Land Charges Register pay any request fee and request Office Copy Entries from Land Registry
C44	Serving notice on registered keeper of vehicle requiring information about the identity of driver person in charge of the vehicle in relation to any offence concerning the vehicle and to bring proceedings for failure to provide information.
C45	Serving notices on occupiers of any land or premises requiring them to furnish information regarding details of all those with an interest in the land.
C46	Issuing Right to Buy completion notices, and all other action in relation to RTB sales and assignments providing certificates in respect of non-registered land (Right to Buy and other) paying relevant stamp duty land tax, waiving RTB discount repayments, Registry Charges/Local Land Charges, creating, waiving and enforcing easements and covenants, and discharging mortgages on behalf of the Authority and such other actions maybe necessary in relation to the sale, purchase or enforcement/creation of rights of land or property.
C47	Authorise the taking of photocopies of material open for public inspection under a statutory requirement as permitted by copyright Designs & Patents Act 1984.
C48	Providing legal support (including payment of external lawyers' fees etc.) to staff assaulted in the course of their duties. Includes agreeing any conditions applicable including a cap on contributions and circumstances for repayment.
C49	To name, rename, number and renumber streets and premises. [LBH only]

C	Legal & Governance
C50	To maintain the register of highways that are maintainable at public expense [LBH only]

D	ICT/BUSINESS SYSTEMS
D1	To develop the Council's e-government and t-government strategies.
D2	To develop the Council's information systems, and information technology and e-government strategies.
D3	To develop the Council's information and communications technology strategies including the supply, withdrawal, data protection, security and integrity of the systems to staff and members.
D4	To supply connections and services to public sector partners and other organisations, provided that the integrity of the Council's information systems is maintained.
D5	Agreeing arrangements for the use of any spare capacity in any computers or associated equipment owned by the Council under Section 38 of the Local Government (Miscellaneous Provisions) Act 1976
D6	Approving sales of computer software developed and owned by the Council
D7	Agreeing policies procedures and standards relating to the security, integrity and accessibility for ICT infrastructure and systems

E	STRATEGIC HUMAN RESOURCES
E1	To develop and implement the Council's human resources, organisation development, remuneration and occupational health strategies.
E2	Implementing policies and procedures for recruitment, retention, change/reorganisation, redundancy, redeployment, absence, capability, conduct, Terms and Conditions of Employment, including dismissal of staff.
E3	To implement any decisions and recommendations of recognised national negotiating bodies in respect of pay. Where a supplementary estimate is required, the cost must be reported to the Cabinet.
E4	To implement decisions and recommendations of recognised national negotiating bodies on all employment matters including terms and conditions of employment. Where there is a cost implication, a report must be made to the Cabinet.
E5	<p>Subject to appointments, dismissals, assimilation and redundancies for Heads of Service and above being authorised by Appointments Committee, to implement the procedure for any senior management re-alignment or restructuring including;</p> <ul style="list-style-type: none"> (i) Achieving any necessary reduction through voluntary redundancy; (ii) Considering applications from unaffected Heads of Service or above which would create a suitable alternative employment opportunity for an affected Head of Service or above; (iii) Deciding upon the ring fence arrangements and inviting applications for assimilation; and (iv) Arranging advertisements and assessment centres, and, subject to compliance with Contract Procedure Rules, appointing external recruitment consultants.
E6	To amend HR policies where necessary in consequence of legislative, organisational or other changes that have no adverse financial effect.
E7	Approval of staffing and service related Equalities Impact Assessments
E8	Comply with and exercise powers and duties of the Authority as an employer under the Transfer of Undertakings (TUPE) Regulations.
E9	Appointing or engaging trainers to facilitate the Council's corporate training scheme and managing the corporate management training programme in compliance with relevant procurement rules.
E10	Consulting with recognised Trades Unions and in particular in respect of redundancies under the Trade Union and Labour Relations (Consolidation) Act 1992, s.188 including giving all appropriate notices.

E11	Complying with, exercising and performing powers and functions of the Authority as an employer under the Trade Union and Labour Relations (Consolidation) Act 1992.
E12	Giving notice of redundancy, make redundancy payments, serve counter notices and written statements of redundancy calculations under Employment Rights Act 1996.
E13	Exercising any powers in respect of statutory sick, parental, incapacity or industrial injuries pay under The Social Security Administration Act 1992, Social Security Contributions and Benefits Act 1982 or in relation to the reserve forces under the Reserve Forces (Safeguard of Employment) Act 1985 and Reserve Forces Act 1996.
E14	Giving effect to a governing body's decision in respect of the remuneration and other terms of employment of school teachers and any pay and conditions orders made by the Secretary of State in accordance with any guideline issued under Education Act 2002.
E15	Applying for and giving notices or information in respect of any attachment of earnings orders made in relation to any debtor who is an employee of the Council under Attachment of Earnings Act 1971.
E16	Approving applications for specific staff monitoring where warranted under the Council's policy and in accordance with the Information Commissioners Code.
E17	Making recommendations to the relevant committees in respect of the Council's whistle blowing policy.

F	ASSET MANAGEMENT (INCLUDING PROPERTY STRATEGY)
F1	To be responsible for the strategic management of the Council's property portfolio including corporate strategy and asset management, procurement of property and property services, planned and preventative maintenance programmes, property allocation and use, reviews, acquisitions and disposals and commercial estate management, subject to restrictions and limits in the following powers:
F2	Prepare, propose and implement a Corporate Asset management Plan and Corporate Property Strategy for the Council's property assets.
F3	To conduct preliminary negotiations, negotiate, agree and conclude all property matters including property valuations for all purposes.
F4	To undertake marketing of any Council property.
F5	To instruct external property advisors, surveyors, auctioneers and consultants where necessary on property transactions.
F6	To agree and incur reasonable pre-sale expenses up to a limit of £100,000 per transaction when disposing of property, such expenses to be offset against the capital receipts arising.
F7	The disposal of any freehold or leasehold land where the capital value does not exceed the maximum amount delegated to officers in financial procedures.
F8	The disposal of any land or property subject to a statutory requirement to do so.
F9	The acquisition of freehold or leasehold land where the capital value does not exceed the maximum amount delegated to officers in financial procedures.
F10	The disposal of assets other than land provided the best possible price is obtained.
F11	The disposal of assets other than land with no value (NB this does not extend to disposals at nil value/peppercorn where the asset has a value).
F12	Management, insurance and maintenance of all corporate property.
F13	Applying for planning permission in respect of Council owned land.
F14	Entering into planning and highway agreements in respect of Council owned land.
F15	Serving notices to quit, notices seeking possession and tenants notices; exercising any duty to compensate in respect of land matters or re-housing matters; enforcing covenants; serving notices relating to land and attendant procedures, and disposal of property left on land. Granting wayleaves and easements to and enter similar agreements with statutory undertakers and other bodies, extinguish rights of statutory undertakes and pay compensation.

F	ASSET MANAGEMENT (INCLUDING PROPERTY STRATEGY)
F16	Licensing of access works and demolition on Council owned land and property.
F17	To agree or request guarantee agreements, rent deposits, overriding leases, releases from covenants, to seek mortgagor's consent where required.
F18	To publish notice of intention to dispose of open space.
F19	To make applications to the court or tribunal and all attendant procedures upon matters relating to Council land.
F20	To carry out and conclude rent reviews or lease renewals.
F21	To negotiate all relevant terms including payment of professional fees in respect of the letting and management of commercial premises and implement all agreements.
F22	To exercise all powers and duties under the Landlord and Tenant Acts, this may be exercised by the Council as landlord or tenant.
F23	To propose alterations to the valuation list or raise objections to an proposed alterations or appeal against valuation decisions and to agree the settlement of all such matters.
F24	To exercise all powers and duties of the Council as landowner in relation to Compulsory Purchase matters.
F25	To maintain the Council's list of Assets of Community Value and to determine applications for inclusion on that list and in respect of appeals and all attendant procedures.
F26	To maintain the Council's register of land held by public bodies.
F27	Management, maintenance, provision and hire of public halls and buildings owned/occupied by the Council, including provision of security services.
F28	To serve demands, place and enforce charges, appoint receivers or debt collection agencies, issue legal proceedings or any other enforcement or other action in relation to debts and interest thereon owed to the Council.
F29	To exercise all powers relating to Romford Market including granting and revoking licences and enforcing relevant byelaws (LBH).
F30	To exercise all powers and duties in relation to concessionary fares and similar schemes, including the taxicard scheme and to issue minibuss and other permits to appropriate organisations (LBH).
F31	Following notification to relevant ward members, to vary but not extend existing agreements for mobile phone masks at school sites in circumstances where

F	ASSET MANAGEMENT (INCLUDING PROPERTY STRATEGY)
	installations are to be upgraded and lower emissions will result and to grant Landlord's consent (LBH).
F32	To ensure compliance with the Council's Carbon Reduction Commitment Energy Efficiency Scheme (LBN).

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COUNCIL, 15 JULY 2015

REPORT OF AN EXECUTIVE DECISION

INVESTMENT IN HARROW LODGE PARK

In an Executive Decision signed by the Leader of the Council under delegated powers, it is recommended that the Council add to the capital budget a scheme at Harrow Lodge Park to the value of £1.406million. (A copy of the Executive Decision is appended to this report)

The additional capital would significantly improve one of Havering's largest and most popular parks and would bring it to a sufficiently high standard to allow a Green Flag application to be made. Local residents have expressed concern about the quality of the park and, although investments have been made in recent years, there is still a significant amount of work required to bring the park up to a standard that local residents now expect in Havering. Harrow Lodge Park is one of the top 25 parks that was identified as requiring investment.

Details of how the additional capital would be spent are detailed in the appended Executive Decision.

Recommendation:

The Council add to the capital budget a scheme at Harrow Lodge Park to the value of £1.406m, noting that there is already a budget of £56k, so there is an increase in the overall capital budget of £1.350m

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Notice of NON KEY Executive Decision

Subject Heading:	Investment in Harrow Lodge Park
Cabinet Member:	Councillor Roger Ramsey Leader of the Council
CMT Lead:	Andrew Blake Herbert Group Director Communities and Resources
Report Author and contact details:	Simon Parkinson Head of Culture and Leisure Services X2199 Simon.Parkinson@havering.gov.uk
Policy context:	Parks and Open Spaces Strategy 2013-15
Financial summary:	The proposal is to spend a total of £1.406m, with funding identified.
Relevant OSC:	Towns and Communities
Is this decision exempt from being called-in?	No

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

- Havering will be clean and its environment will be cared for
- People will be safe, in their homes and in the community
- Residents will be proud to live in Havering

Part A – Report seeking decision

DETAIL OF THE DECISION REQUESTED AND RECOMMENDED ACTION

The detail of the decision requested and the recommended action is to:

1. To recommend to Council to add to the capital budget a scheme at Harrow Lodge Park to the value of £1.406m, noting that there is already a budget of £56k, so there is an increase in the overall capital budget of £1.350m.
2. Refer this increase to Council for ratification.

AUTHORITY UNDER WHICH DECISION IS MADE

Part 4, Rules of Procedure, Budget and Policy Framework Procedure Rules, Section 3 – Decisions outside the budget or policy framework.

STATEMENT OF THE REASONS FOR THE DECISION

Reasons for the decision:

The decision is to be taken to significantly improve one of Havering's largest and most popular parks and to bring it to a sufficiently high standard to allow a Green Flag application to be made. Local residents have expressed concern about the quality of the park and, although investments have been made in recent years, there is still a significant amount of work required to bring the park up to a standard that local residents now expect in Havering. Harrow Lodge Park is one of the top 25 parks that was identified as requiring investment.

Background

Costain donated 34.86 acres to the Hornchurch Urban District Council in 1936, 'for use as a public open space'. In 1937 land was added to Harrow Lodge Park when the Council paid the London County Council £16,250 for the 42 acre Harrow Lodge Farm.

Many of the early plans for this park were delayed by the Second World War, when 60 acres of land was used for intensive food production. A comprehensive layout was proposed in the late 1940s. A disused pit was filled in with waste material to create four tennis courts and a rockery in 1948/49 and an 18-hole miniature golf course was created in 1952/53, when entrance gates and railings were also built at Rainham Road. An 8.5-acre Boating Lake was formed in 1954/56 by damming the River Ravensbourne, together with paths, shrubs, trees and formal features, and a walled garden near the lake was created in 1959/60. On 22nd July 1961 a Garden for the Blind was opened, next to the Harrow Lodge building and a children's playground was added in the early 1960s. An avenue of horse chestnuts leads from Hornchurch Road to the small pond in front of the Lodge. The largest lake has large flocks of mute swan

Key Executive Decision

and Canada geese and on one of its wooded islands has a small heronry. Kingfishers are regularly seen here. Other trees planted included oak, elm, lime, larch, Corsican pine, cherry, hazel and yew.

Harrow Lodge developed as the main nursery for Hornchurch Urban District Council with the first greenhouses provided in 1947 and heated frames added by 1960. The park included showcase carpet beds outside the swimming pool and a rock garden was established as early as 1948. When the London Borough of Havering was created in 1965 the nursery at Harrow Lodge remained, but was subsequently closed in the 1980's.

Harrow Lodge Park now covers more than 120 acres (approx. 54k square metres) and remains a popular place for people to enjoy the playgrounds, sports facilities, planting and the wildlife. It is a Site of Importance for Nature Conservation including the borders of River Ravensbourne, as well as small wooded areas and less intensively managed parts of the park.

The annual grounds maintenance cost (revenue cost) for Harrow Lodge Park is around £113,800. The maintenance is undertaken by the Council's Grounds Maintenance team.

Streetcare are responsible for managing the path lighting that is located in the park and for managing tree maintenance work.

The Park is located in 3 different wards: Hylands, St Andrews and Elm Park wards.

Where we are now

Over the last five years there have been a range of investments made that have improved specific items/areas of Harrow Lodge Park. These investments are listed below. However, the investments made thus far are not sufficient to bring the park in to line with the high quality environment found in other parks of a similar size in the borough. Nor have the investments put the Council in a position to secure Green Flag status, as many aspects of the park that do not currently meet Green Flag standards. A significant amount of further investment is therefore needed.

There have been changes to the methods used to manage the park, with the biggest change being the introduction of the Meadows Policy in 2011. This resulted in approximately 33% of the grassland in the park being allowed to grow as meadow grass, with grass footpaths cut into it.

The park has a Conservation Group who undertake various works in the parks on a voluntary basis. The core group is made up of a limited number of volunteers, but other volunteers have been involved in some of the one-off clearance works that have taken place over the last few years. Although this group has an interest in conservation, none of its members have any formal training in conservation management. Recently they (along with local residents) have been concerned about the condition of the lakes and the problems that have impacted on wildlife.

There are several people interested in forming a Friends group. The Council will be

Key Executive Decision

encouraging the formation of a Friends Group as generating community involvement is one of the essential prerequisites for obtaining Green Flag status.

Investments that have already been made and are due to be made in the near future.

In the last five years the following investments have been made:

9 X litter bins	2,970.00
6 x benches	6,396.00
34 x bollards	2,216.46
Play area improvements (northern end)	70,000.00
Play area improvements (southern end)	118,000.00
Resurface tennis courts and install skate park.	100,000.00
Path repairs	24,189.67
Replacement of tennis nets	234.00
Repairs to fence line near Streetcare Depot and new barrier	2,464.00
Retaining wall and slab resetting	596.00
Fountains repair	4,500.52
Two new "springies" (southern end)	1,500.00
Wet pour repairs	800.00
Tree works	4,750.00
Total	338,616.65

In addition to the above, Streetcare have invested in improving the lighting and the following investments are currently being progressed:

Desilting of the eastern lake	300,000
Refurbishment of the Café, including new toilets	140,000
Total	440,000

Further Investments required to achieve Green Flag status

The following further investments will need to be made to achieve Green Flag status:

Resurfacing works including the car parks

Many of the pathways around the park are pitted and potholed, plus trees have lifted areas of tarmac to create an uneven surface. There are very large areas of hard surface in the park, including car park area and therefore the cost of the resurfacing works will be significant.

Lighting improvements

Many areas of the park are accessible 24/7, but due to the poor lighting in certain places, the public will not use certain paths. Areas around the lake, the cafe and the main access paths need to have new lighting installed.

Key Executive Decision

Dredging the lake

Works to dredge the eastern lake is being carried out in the Spring of 2015, but no works are being undertaken to the western lake, which also has problems with silt. Therefore this lake would also require a desilting programme using the same method used on the eastern lake.

Improvements to the Cafe area

The café is being refurbished and is due to reopen in Summer 2015. However, these works do not deal with the area outside the café, by the lakeside, or issues with the roof. This area outside the café requires urgent refurbishment as it does not meet Equalities Act standards.

Lake edge improvements

Some works were undertaken to restore the lake edge during the dredging works but this work needs to continue into the western lake as many of the edges of this lake are in poor condition.

Soft landscaping

In order to achieve a Green Flag the entrances to the park need to be defined and welcoming. The easiest method of doing this is by planting and signage. There are several areas around the park that could be enhanced by soft landscape improvements. The old boating lake needs redesigning and there are several places such as the play area and tennis courts that could be enhanced with planting.

Railing/Gate repairs/painting

There are a number of gates and railings on the site that are not serving any function and need to be removed. In addition the area beside the Rainham Road should be considered for fencing due to the proximity of the children's play area. The fire barriers at each of the car park entrances do not look very aesthetically pleasing and should be replaced by proper railings and gates.

Tree works

The site needs a lot of tree work if it is to be awarded a Green Flag.

Play area improvements

The park has two main play areas both of these could be improved including adding items for children with disabilities. There are several items of play equipment that should be replaced.

The costs of the required works are

The table below contains estimates of works required to bring the site up to a high quality standard and to the standard required to obtain a Green Flag.

Item	Estimated Cost
Resurfacing works, including the car parks and paths	334,000
Lighting improvements	130,000
Dredging the western lake	300,000
Improvements to the Cafe building (roof)	75,000

Key Executive Decision

Lake edge improvements	150,000
Soft landscaping	170,000
Railing/Gate repairs/painting	25,000
Tree works	75,000
Play area improvements	25,000
Park Furniture	90,000
New Signage	40,000
CCTV	5,000
River/drainage improvement works	75,000
Improved aeration for the lake	30,000
Contingency at 5%	76,000
Total	1,600,000
Less funds dependent on external funding	(194,000)
Budget formally requested now	1,406,000

The above figures are estimates only at this stage and more detailed costs / quotes would need to be secured before the figures could be confirmed. As part of the scheme officers will be exploring whether the pumping station can be restored and if this proved possible, a saving could be made in comparison to the budget identified to de silt the western lake. Should a saving on this item, or any other individual item, materialise, it is proposed that further investment is made in the park to ensure the sustainability of the improvements that are being made over a longer time period (for example, by implementing higher quality materials where improvements are made).

It is worth noting that a risk remains to securing a Green Flag award as a result of the current issues relating to the management of water and sewerage flows through the park. In a worst case scenario this could negatively impact on the judging of the park on a particular day, potentially putting the Green Flag award at risk. However, in view of this, officers would put contingency arrangements in place, including a planned response from Thames Water should that be needed, to reduce this risk as far as possible.

Timetable for the works

Works would begin in the autumn of 2015 and would be completed by December 2016, ahead of a Green Flag application in early 2017. The Council would hear the outcome of the Green Flag application in June 2017.

Funding the works

It is proposed to fund the works through a variety of funding sources as set out below:

Key Executive Decision

	Funding	Budget / Funding in 15/16 (£k)	Funding in 16/17 (£k)	Total Funding (£k)
1	Culture and Leisure Capital Programme (15/16 already allocated)	56	50	106
2	Additional Capital Programme allocation	600	700	1,300
3	Total budget requested now	656	750	1,406
4	External funding		194	194
5	Maximum possible budget		944	1,600

Bids will be made to the Veolia North Thames Trust and the London Marathon Trust to secure the external funding that is required. Should the Council not be able to secure the required external funding the improvement works to the park would have to be delivered with a reduced budget. It is not believed that this would put the Green Flag application at risk: rather it would probably mean the next phase of improvement works (in the future) would need to take place at an earlier stage than would otherwise be the case as a result of less sustainable materials being used, in comparison to the materials that would be used if the ideal level of investment was secured.

OTHER OPTIONS CONSIDERED AND REJECTED

The option of not investing in Harrow Lodge Park was considered but rejected because the park would continue to provide a relatively poor quality environment compared to many other parks of a similar size in Havering.

The option of not applying for Green Flag standard was considered but rejected because this standard has been achieved in 9 other parks in Havering, with 4 more parks expected to achieve Green Flag status in the next 2-3 years; so this has become the standard to aspire to when significant investments are planned for individual parks.

PRE-DECISION CONSULTATION

Consultation has taken place with local residents and the Conservation Volunteers group based in the park, over a number of years. The improvements that have been previously requested will be addressed in the programme of improvements that are planned to be delivered.

Key Executive Decision

NAME AND JOB TITLE OF STAFF MEMBER ADVISING THE DECISION-MAKER

Name: Simon Parkinson

Designation: Head of Culture and Leisure Services

Signature:

Date:

Part B - Assessment of implications and risks

LEGAL IMPLICATIONS AND RISKS

There are no additional legal issues.

FINANCIAL IMPLICATIONS AND RISKS

There is currently a budget of £56k for this scheme. This report is asking for approval to increase this budget by £1.350m, to create a budget of £1.406m. This is currently profiled to be spent £656k 15/16, £750k 16/17.

This will increase the size of the overall capital budget, and thus will require the approval of Council.

Should external funding be secured, the budget can be further increased by lead member decision

As with any major capital project there is a risk that original estimates are exceeded when tenders and /or quotes are received for the required works. Should this situation arise Culture and Leisure Services will be expected to elements of the project to keep the overall costs within the overall budget, or additional external income will need to be secured. Once the budget has been confirmed as being £1.406m Culture and Leisure Services will be expected to provide the necessary project management to ensure the budget is not exceeded during the project delivery stage.

The capital investment will bring some additional revenue pressures at certain times of the year, as a result of the intention to retain the Green Flag status once it has been achieved. On the other hand experience has shown that creating high quality environments with the borough's parks and open spaces has reduced costs associated with graffiti, damage to Council property and anti-social behaviour. Any net increase in revenue costs will be met within existing Culture and Leisure revenue budgets.

HUMAN RESOURCES IMPLICATIONS AND RISKS (AND ACCOMMODATION IMPLICATIONS WHERE RELEVANT)

There are no Human Resources implications or risks associated with this report.

Key Executive Decision

EQUALITIES AND SOCIAL INCLUSION IMPLICATIONS AND RISKS

The proposals included in this report will have a positive impact on local residents across all protected characteristics, particularly children and young people (and their families), older residents and disabled people. The park will become more inclusive, accessible and enjoyable to visit. It is envisaged that the proposed improvements will also lead to increased use of the park and should result in people feeling safer when they visit it.

Every effort will be made to minimise any temporary disruptions for local residents with protected characteristics, particularly disabled people and older residents.

BACKGROUND PAPERS

The Council's Parks and Open Spaces Strategy 2013-15

Key Executive Decision

Part C – Record of decision

I have made this executive decision in accordance with authority delegated to me by the Leader of the Council and in compliance with the requirements of the Constitution.

Decision

Proposal agreed

Details of decision maker

Signed:



Name: Councillor Roger Ramsey
Leader of the Council

Date: 11.6.2015

Lodging this notice

The signed decision notice must be delivered to the proper officer, Andrew Beesley, Committee Administration & Interim Member Support Manager in the Town Hall.

For use by Committee Administration

This notice was lodged with me on 12 JUNE 2015

Signed





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

March 2015

1. Introduction

1.1 This report covers the period April 2014 to March 2015 and outlines:-

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

2. Background

2.1 The Audit Committee has been in place for a number of years. The Committee's terms of reference list the responsibilities and authorities delegated in the Council's Constitution, which comprise:

Internal control

- To consider and monitor the adequacy and effectiveness of the Authority's risk management and internal control environment and to make recommendations to full Council where necessary.

External audit

- To monitor the adequacy and effectiveness of the External Audit Service and respond to its findings.

Internal audit

- To support the Group Director Resources with his or her delegated responsibility of ensuring arrangements for the provision of an adequate and effective internal audit.
- To monitor the adequacy and effectiveness of the internal audit service and to receive and monitor an annual internal audit plan from the audit manager.
- To approve the Annual Statement of Accounts, including the Annual Governance Statement, and to recommend as necessary to the Governance Committee regarding the committee's responsibilities to monitor corporate governance matters generally.
- To monitor proactive fraud and corruption arrangements.

3. The Audit Structure (as at February 2015)

Audit Committee: Cllr Frederick Thompson (Chair)
Cllr Julie Wilkes (Vice Chair)
Cllr Viddy Persuad
Cllr Clarence Barrett
Cllr Philip Hyde
Cllr Graham Williamson

Internal Auditors: Internal Service

External Auditors: PricewaterhouseCoopers (PwC)

4. Audit Committee coverage

Annual Report of the Audit Committee, 2014/15

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;
- Anti-fraud and corruption activity, including frauds investigated and outcomes;
- Treasury Management activity; and
- The Accounts closedown timetable and progress reports.

4.3 Specific Review / Reports

There were several during the year including a review and approval of:

- the Statement of Accounts;
- the Annual Governance Statement; and
- the Annual Audit Plan.

The Committee also received assurances via:

- Annual Report from Internal Audit that includes the Annual Assurance Statement; and
- The work of External Audit (PwC).

5. Key issues arising

5.1 Appendix B includes details of the audit assurances and recommendations provided for each audit area within the plan.

5.2 The Committee have been updated on the plans for the Audit, Risk and Fraud teams to be restructured as part of the oneSource service integration. This work continues and the new structures will be implemented in 2015/16.

6. Work to ensure effectiveness of Committee

6.1 The Committee has received dedicated training and awareness sessions on Treasury Management, the Annual Statement of Accounts and Fraud. Risk Management is scheduled for March. Details of training and attendance are included at Appendix C.

7. Priorities and work plan for the forthcoming year

7.1 The Audit Committee is currently planned to meet on four occasions over the next municipal year. There are specific reports planned throughout the year,

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 Officers will continue to ensure all members on the Committee, and their nominated substitutes, are adequately trained.
- 7.3 The Committee will continue to oversee the effectiveness of the audit team and wider fraud resources as they become part of oneSource and in accordance with Public Sector Audit Standards and the updated Audit and Accounts Regulations 2015 that take effect from April 2015.
- 7.4 The Committee will focus on the Risk Management arrangements while they continue to be embedded and seek assurances that robust arrangements are in place.
- 7.5 Fraud prevention and detection will continue to be high on the Audit Committees agenda going forward, ensuring the changes in fraud strategy in 2015 are effectively delivered.
- 7.6 The Committee will continue to focus on ensuring Value for Money and challenging weak areas that have been highlighted by the work of Internal Audit.
- 7.7 A draft forward plan and training plan are detailed in Appendix D.

AUDIT COMMITTEE AGENDA ITEMS - FROM APRIL 2014 TO DATE

April 2014

- Internal Audit System Audit Summaries
- Internal Audit School Audit Summaries
- Internal Audit Annual Report
- Annual Governance Statement
- Urgent Business
- Surtees Contract
- Internal Audit Fraud Interim Report

June 2014

- Closure of Accounts Timetable 2013/2014
- Internal Audit Progress Report
- System Audit Report Summaries
- Internal Audit School Audit Summaries
- Fraud Progress Report
- Forward Plan of the Audit Committee
- Revised Internal Audit Plan for 2014/2015
- Internal Audit Charter and Terms of Reference
- Member Training Plan
- Annual Governance Statement
- Urgent Business

September 2014

- Annual Statement of Accounts 2013/2014
- Report to those charged with Governance
- Fraud Progress Report
- Urgent Business
- Annual Treasury Management Report 2013/2014
- Treasury Management Update Quarter 1 2014/2015

December 2014

- Annual Audit Letter
- Closure of Accounts Timetable
- Internal Audit Progress Report
- Governance Update
- Fraud Progress Report
- Urgent Business
- Treasury Management Update Quarter 2

AUDIT COMMITTEE SPECIFIC ASSURANCES

The table below shows the reports submitted to Audit Committee during the municipal year and identifies the title of the audit and shows the audit opinion given. The audit opinion options are:

- **Full:** There is a sound system of control designed to achieve the system objectives and the controls are being consistently applied.
- **Substantial:** While there is a basically sound system, there are limitations that may put some of the system objectives at risk, and/or there is evidence that the level of non-compliance with some of the controls may put some of the system objectives at risk.
- **Limited:** Limitations in the systems of control are such as to put the system objectives at risk, and/or the level of non-compliance puts the system objectives at risk.
- **No Assurance:** Control is generally weak, leaving the system open to significant error or abuse, and/or significant non compliance with basic controls leaves the system open to error or abuse.

The table also shows the number of recommendations made and the category. Recommendations are categorised into three priority levels which indicate the level of risk the identified weakness poses on the control environment. The key below defines these priorities.

- **High:** Fundamental control requiring implementation as soon as possible.
- **Medium:** Important control that should be implemented.
- **Low:** Pertaining to best practice.

Report	Assurance	Recommendations			
		High	Med	Low	Total
Systems Audit					
Housing Benefits	Substantial	0	0	0	0
Council Tax	Substantial	0	2	3	5
Main Accounting (Pre One Oracle Review)	Substantial	0	0	0	0
Debtors (Pre One Oracle Review)	Substantial	0	0	0	0
Pensions (Pre One Oracle Review)	Substantial	0	0	0	0
Budgetary Control	Substantial	0	0	0	0
Payroll	Substantial	0	0	0	0
Pre-Paid Cards	Substantial	0	3	0	3
Youth Services	Substantial	0	3	1	4
Accounts Payable (Pre One Oracle Implementation)	Substantial	0	1	0	1
Accounts Receivable (Pre One Oracle Implementation)	Substantial	0	1	0	1
Payroll (Pre One Oracle Implementation)	Substantial	0	0	0	0
BACS	Limited	1	2	0	3
Gas Safety Regulations – Building Services	Substantial	1	4	3	8
Gas Safety Regulations – Home Ownership	Limited	3	2	0	5

Annual Report of the Audit Committee, 2014/15

Report	Assurance	Recommendations			
		High	Med	Low	Total
Carbon Reduction Commitment Scheme	N/A	N/A	N/A	N/A	N/A
Construction Industry Scheme	Substantial	0	0	0	0
Main Accounting (Pre One Oracle Implementation)	Substantial	0	0	0	0
Housing Capital	Substantial	0	2	0	2
Housing Allocations	Limited	0	0	0	0
Tenancy Management Organisations	Limited	3	4	0	7
Payments to Contractors (Road & Pavement Defects)	Limited	3	4	3	10
Long Term Sick	Nil	0	4	0	4
Follow Up Audit					
Information Governance Follow Up	Substantial	0	0	0	0
Tenancy Management Follow Up	Substantial	0	1	0	1
LAC Placements Follow Up	Substantial	0	1	0	1
Emergency Assistance Scheme Follow Up	Full	0	0	0	0
Computer Audit					
PARIS	Limited	3	1	0	4
Operating Systems Follow Up	Substantial	0	0	0	0
Schools Audit					
Benhurst Primary School	Substantial	1	3	2	6
Towers Junior School	Substantial	0	5	0	5
Squirrels Heath Infants School	Full	0	1	1	2
Parklands Junior	Nil	7	9	0	16
St. Edwards CE Primary	Substantial	1	6	0	7
Brady Primary	Substantial	0	9	3	12
St Patricks RC Primary	Substantial	0	5	3	8
Langtons Infants Health Check	Substantial	0	1	4	5
Mead Primary Health Check	Full	0	1	2	3
The Mawney Foundation Health Check	Full	0	2	1	3

AUDIT COMMITTEE MEMBERS TRAINING / AWARENESS

Timescale	Session	Coverage	Attendance
May	Induction	General	Cllr Ray Morgon Cllr Julie Wilkes Cllr Graham Williamson Cllr Phillip Hyde Cllr Viddy Persuad
September	Finance	Treasury Management	Cllr Frederick Thompson Cllr Ray Morgon Cllr Julie Wilkes Cllr Graham Williamson
September	Finance	Statement of Accounts	Cllr Frederick Thompson Cllr Ray Morgon Cllr Julie Wilkes Cllr Viddy Persuad Cllr Graham Williamson
December	Fraud	Fraud Briefing 2014	Cllr Frederick Thompson Cllr Julie Wilkes Cllr Philip Hyde Cllr Viddy Persaud Cllr Graham Williamson

AUDIT COMMITTEE – FORWARD PLAN / TRAINING

FORWARD PLAN	AGENDA ITEM	PLANNED TRAINING
June 2015	<ul style="list-style-type: none"> • Internal Audit Charter and Terms of Reference • Audit Strategy and Full Year oneSource Plan • Internal Audit Progress Report • Fraud Progress Report • Annual Governance Statement • Annual Review of Risk Management • Annual Review of Fraud & Corruption • Committee Forward Plan • Member Training Plan • Accounts Update – verbal 	Corporate Governance
September 2015	<ul style="list-style-type: none"> • Annual Statement of Accounts • Report to those charged with Governance • Response to Auditors • Audit Progress Report • Fraud Progress Report • Treasury Update Q1 • Annual Treasury Report 	Accounts
December 2015	<ul style="list-style-type: none"> • Annual Audit Letter • Closure of Accounts Timetable • Internal Audit Progress Report • Governance Update • Fraud Progress Report • Audit Progress Report • Treasury Management Update Q2 	Fraud
March 2016	<ul style="list-style-type: none"> • 2014/2015 Audit Report of Grant Claims and Returns • External Audit Plan • Internal Audit draft plan and strategy. • Internal Audit progress report • Outstanding Audit Recommendations • Fraud Progress Report • Annual Review of Audit Committee Effectiveness • Treasury Management Update Q3 • Annual Report of Audit Committee • Closure of Accounts timetable 	Risk Management

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Document control

Document details

Title	Havering Pension Fund Annual Report
Version number	V0.1
Status	Final
Author	Debbie Ford, Pension Fund Accountant Corporate and Strategic Finance
Lead officer	Andrew Blake Herbert, Director of Communities & Resources
Approved by	Pensions Committee
Review date	N/A

Version history

Version	Status	Date	Dissemination/Change
V0.1	Initial draft	November 2014	Officers for finance, legal, human resources and equalities implications

Approval history

Version	Status	Date	Approved by
V0.1			

Equality Impact Assessment record

Date	Completed by	Review date
Not required		



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

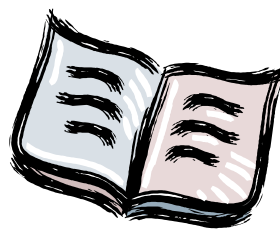
HAVERING PENSION FUND ANNUAL REPORT MARCH 2014

Pensions Regulator
Registration Number
10027841

Financial Services
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Trustee Report

Foreword to the Annual Report of the Havering Pension Fund for the year ended 31st March 2014

During the year the Pensions Committee dealt with several key issues, which are listed on pages 37-38 of the report and its members attended a number of associated training and development seminars, which are similarly listed on page 36.

In addition to highlighting the work of the Pensions Committee, an overview of the activities of the Pension Administration team is contained on pages 13 -16 of the report.

Work continued during the year to complete the implementation of the investment strategy, members interviewed and appointed two new multi asset managers, who commenced trading in November and December. Although members agreed to introduce an exposure to local infrastructure, money was invested with the Fund's passive equity manger in their Sterling Liquidity Fund whilst we explore how to develop this allocation.

The value of the Fund as at 31st March 2014 was £506m, an increase on the previous year end valuation of £461m. The fund is invested in shares issued by companies listed on the stock exchange and on foreign exchanges and also in bonds, property funds and in cash.

The overall return on the Fund's investments (over the year growth of the fund expressed in percentage terms) was 7%. Further information on the Fund's investment performance can be found on page 24 of this report.

Stock markets are still very volatile and although the value of the Fund's assets grew during 2013/14 the impact of the rising value of liabilities gave rise to concerns for the funding level of the Fund. This concern was borne out as the Fund undertook its triennial valuation using data as at 31 March 2013. The asset returns were higher than expected for this valuation but were not enough to offset the growth in liabilities and therefore there was no change to the funding level of 61%.

The Fund had a busy year implementing the Automatic Enrolment legislation for Havering staff, which commenced on the 1 May 2013 and in the preparation and implementation of the new Local Government Pension Scheme starting from 1 April 2014.

As part of the continuing review of public expenditure the Government has consulted and continues to consult on changes to public pensions and members' concern of what the future holds is understood. Officers will be looking at the Governance arrangements for the Fund during the coming year with introducing a new Local Pension Board set up from 1 April 2015. The primary role of this Board is to assist the scheme manager in ensuring compliance with regulations and legislation relating to governance and administration.

I trust that this report is both clear and informative to Fund members and for the general public, but should clarification be required, or comment made, contact details are shown on page 65.



Councillor John Crowder
Chairman – Pensions Committee

INTRODUCTION

The Council is an Administering Authority and operates a pension fund on behalf of its employees and pensioners under the provisions of the Local Government Pension Scheme Acts and Regulations. The Pension Fund is called the Havering Pension Fund (the 'Fund').

The Fund is financed by contributions from employees, employers and from profits, interest and dividends on its investments. The Fund does not form part of the Council's consolidated accounts and has established a separate bank account.

The performance of the Fund impacts on the cost of Council services through the cost of employer contributions. However, the performance of the Fund investments will not affect pension benefits to scheme members as benefits are guaranteed by Statutory Regulations irrespective of performance.

Scheme Details

The new look pension scheme came into force for all active members and potential members of the Local Government Pension Scheme (LGPS) on 1 April 2008, with a new Career Average Revalued Earnings (CARE) Scheme being introduced from the 1st April 2014.

Members of the LGPS belong to a scheme which currently provides high quality pension benefits based on the best of the last three year's pensionable pay (whole time equivalent pay) and actual scheme membership (reckonable service). Because the Scheme is a defined benefit scheme, members' benefits are calculated strictly in accordance with the Regulations and are not subject to changes generally affecting the fund assets. The Scheme is contracted out of the State Second Pension. This means that any pension paid from the Local Government Pension Scheme must be at least equal to the Guaranteed Minimum Pension (GMP) otherwise provided by SERPS to 5 April 1997.

Pensions are increased annually in line with the Consumer Price Index unless retirement occurred on the grounds of Redundancy or Efficiency before age 55, in which case, any increase is payable from age 55.

The scheme also pays a death benefit in the form of a lump sum and a pension to the spouse, civil partner, or nominated cohabitee of a member who dies in service. A dependant's pension is generally also paid to the spouse, civil partner or nominated cohabitee of a member who dies after retirement, or with a deferred pension.

The scheme is open to all local authority employees (except teachers) who have their own schemes) and for employees of other eligible bodies. Admitted bodies currently have "closed" membership, although the decision on whether membership is "open" or "closed" rests with the incoming employer subject to risk review for the Pension Committee. All eligible employees who have a permanent or temporary contract of three months or more are contractually enrolled in the fund from the first day of employment. Any member of the scheme can opt out by completing an opt out form available from the pension website www.yourpension.org.uk/handr. The opt out process fully complies with the Automatic Enrolment legislation which is currently being implemented when Scheme Employers reach their staging dates. A pension officer has been supporting the Automatic Enrolment process with all Scheme Employers.

A summary of the benefits of the LGPS are shown below. Further details of the specific conditions and detailed benefits can be obtained from Internal Shared Services and the Pensions website at www.yourpension.org.uk/handr.

The core benefits of the scheme are:

- A guaranteed pension based on final pay and the length of service in the scheme.
- The ability to provide a tax-free lump sum by commutation of pension. Members of the scheme prior to 1 April 2008 have a tax free lump of approximately three times the pension accrued based on service to 31 March 2008.
- Life assurance of three times the members' pensionable pay from the day they join the scheme.
- Pensions for spouses, civilly registered partners and qualifying cohabiting partners. Eligible children are also entitled to a pension.
- An entitlement paid early if a member has to stop work due to a permanent ill health.
- Pensions increase in line with CPI.
- Pensions are payable from age 55 with employers consent, including flexible retirement.

The cost of membership:

- Employees pay a tiered contribution based on whole time equivalent pay of between 5.5% and 7.5%.
- Employers also pay a contribution towards the pension costs. This amount is decided every three years following an independent actuarial evaluation by the Fund's Actuary. In 2013/14 the contribution rates for employers in the Havering Pension Fund range from 14.7% to 25.3% based on the valuation as at 31 March 2010.
- The 2013 triennial valuation has now set the contribution rates for 2014/15 onwards. These employer contribution rates range from 16.7% to 28.7%

LGPS 2014 Career Average Revalued Earnings (CARE) Scheme

The new CARE scheme was implemented on 1 April 2014. The main changes in the scheme are:

- **Your pension builds up in a new way**

Each year in the new scheme the member will build up a pension equal to 1/49th of their actual pensionable pay in that year, there will also be annual inflation increases, so the pension account keeps up with the cost of living each year. The 2008 LGPS Scheme is a final salary scheme based on final full time equivalent pensionable pay at leaving with an accrual rate of 1/60th, which is calculated at the point of leaving with inflation increases added from this time. For service accrued prior to 31 March 2014, pension benefits will be calculated as before.

- **Changes to the normal pension age**

For pension building up from the 1st April 2014 the scheme's normal pension age will be the same as the state pension age, with 65 as the earliest age. Scheme members can find out their state pension age from www.gov.uk/calculate-state-pension.

- **More flexibility around when a member can leave and take their pension**

Members will be able to choose to leave and draw their pension anytime from age 55 – but the longer they work the more their pension will be. It will be reduced if they retire before their normal pension age and increased if they retire later.

- **Employee Contribution Band**

The employee contribution bands are proposed to be from 5.5% to 12.5%. The applicable band for members will be based on their actual pay rather than full time equivalent, with actual pay now including non-contractual elements such as overtime.

Further details of the new Scheme can be found in the factsheet link [here](#).

Management and Financial Performance Report

SCHEME MANAGEMENT AND ADVISORS

The overall direction of the Funds investment strategy is delegated to the Council's Pension Committee. Performances of the six different fund managers, who have specific mandates, are measured against agreed benchmarks for each mandate.

The Pensions Committee also obtains and considers advice from the authority's officers, and as necessary from the Fund's appointed investment adviser, actuary and performance measurers who also attend meetings as and when required.

The Fund also appoints a custodian for the safekeeping of the scheme's asset, such as holding share and bond certificates and cash. The custodian also puts together reports on the accounting value of assets held.

Day to day management of the Fund is delegated to the Group Director Resources.

The membership of the Pensions Committee reflects the political balance of the Council and the structure of the Pensions Committee members up to May 2014 were as follows:

Cllr Rebecca Bennett (Chair) – Conservative Group
Cllr Melvin Wallace (Vice Chair) – Conservative Group
Cllr Roger Ramsey– Conservative Group
Cllr Steven Kelly - Conservative Group
Cllr Ron Ower – Residents Group
Cllr Pat Murray – Labour Group
Vacant – Independent Local Residents Group
Union Members (Non - voting) - John Giles (Unison), Andy Hampshire (GMB)
Admitted/Scheduled Body Representative (voting) – Heather Foster-Byron – St Edwards Academy (appointed from December 2013)

There were some changes made to the elected members of the committee due to Local elections held on the 22 May 2014 as follows:

Cllr John Crowder (Chair) – Conservative Group
Cllr Melvin Wallace– Conservative Group
Cllr Roger Westwood– Conservative Group
Cllr Ron Ower – Residents Group
Cllr Linda Hawthorne – Residents Group
Cllr John Mylod – Residents Group
Cllr David Johnson (Vice Chair) UKIP
Union Members (Non - voting) - John Giles (Unison), Andy Hampshire (GMB)
Admitted/Scheduled Body Representative (voting) – Heather Foster-Byron – St Edwards Academy (appointed from December 2013)

Following an Extraordinary meeting of the Council on the 22 October 2014 the membership of the Pensions Committee was changed to the following:



Cllr John Crowder
Chair

Conservative Group



Cllr David Johnson
Vice Chair

UKIP



Cllr Melvin Wallace
Conservative Group



Cllr Roger Westwood
Conservative Group



Cllr Stephanie Nunn
Residents' Group



Cllr Clarence Barrett
East Havering Residents' Group



Cllr John Mylod
Residents' Group

The terms of reference for the Pensions Committee are:

- To consider and agree the investment strategy and statement of investment principles (SIP) for the pension fund and subsequently monitor and review performance
- Authorise staff to invite tenders and to award contracts to actuaries, advisers and fund managers and in respect of other related investment matters
- To appoint and review the performance of advisers and investment managers for 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

Fund Administrator	London Borough of Havering, Town Hall, Romford, RM1 3BD
Fund Actuary	Hymans Robertson from 1 April 2010
Auditors	PricewaterhouseCoopers LLP (PwC)
Custodians	State Street Global Services
Investment Managers	Royal London Asset Management (Investment Bonds) UBS (Property) Ruffer LLP (Multi Asset) State Street (Passive UK/Global Equities) Baillie Gifford (Global Equities) Baillie Gifford Diversified Growth Fund (Multi Asset) from December 2013)

Barings Dynamic Asset Allocation Fund (Multi Asset) from December 2013 to August 14

Investment Advisers

Hymans Robertson

Legal Advisers

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

Bankers

National Westminster Bank PLC

Performance Measurement

WM Company

AVC Providers

Prudential and Standard Life

Group Director of Communities and Resources

Andrew Blake Herbert

Pension Fund Accountant

Debbie Ford

Pensions Administration Management

Internal Shared Services (ISS)
Transactional Manager
Karen Balam

Employers in the Fund are as follows:

- London Borough of Havering (includes non-teaching staff in schools and schools listed below under Designated Bodies)

Scheduled bodies

- Havering College of Further Education
- Havering Sixth Form College)
- Drapers Academy (Academy from 1 September 2011)
- Abbs Cross School (Academy from 1 April 2011)
- Brittons School & Technology College (Academy from 1 April 2011)
- Coopers' Company & Coborn School (Academy from 1 April 2011)
- Hall Mead Secondary School (Academy from 1 August 2011)
- The Albany School (Academy from 1 August 2011)
- Champion School (Academy from 1 August 2011)
- Sacred Heart of Mary's Girl's School (Academy from 1 August 2011)
- St Edwards CE Secondary Comprehensive (Academy from 1 August 2011)
- Redden Court (Academy from 1 September 2011)
- Frances Bardsley School for Girls (Academy from 1 July 2012)
- Emerson Park (Academy from 1 September 2012)
- Upminster Junior School (Academy from 1 November 2012)
- Upminster Infant School (Academy from 1 November 2012)
- Bower Park (Academy from 1 February 2013)
- Langtons Junior School (Academy from 1 April 2013)
- Oasis (Pinewood School) (Academy from 1 Oct 2013)
- The Chafford School (Academy from 1 Nov 13)

Admitted Bodies

- Havering Citizens Advice Bureau
- Mears (taken over from Morrisons November 2012)
- Sports and Leisure Management Ltd – Fitness and Health
- Sports and Leisure Management Ltd – Charitable Trust
- KGB Cleaners
- Volker (joined November 2011)
- Family Mosaic (joined November 2012)
- Sodexo Catering (joined 1 January 2014 – pending legal agreement)
- Breyers Group (joined 1 March 2014 – pending legal agreement)

Designated Bodies:**Trust Schools**

- Corbets Tey Special School

Foundation Schools

- Marshall Park (Foundation from 1 September 2011)
- Royal Liberty
- The Sanders Draper School
- The Mawney Primary School

Voluntary Aided Schools

- St Alban's Catholic Primary
- St Edward's CE Primary
- St Joseph's RC Primary
- St Mary's RC Primary
- St Patrick's Catholic Primary School
- St Peter's Catholic Primary School
- St Ursula's RC Junior School
- St Ursula's RC Infant School
- La Salette RC Primary School

RISK MANAGEMENT**Overall**

The Administering Authority's overall policy on risk is to identify all risks to the Fund and to consider the position both in aggregate and at an individual risk level. The Administering Authority will monitor the risks to the Fund, and will take appropriate action to limit the impact of these both before, and after, they emerge wherever possible.

Risks are identified and assessed in line with the Council's risk management process, with risks being identified within Service Plans.

Longevity in membership of the Pensions Committee is encouraged to ensure that expertise is maintained within. The council recommend that the membership remains static for the elected member's term of office in order that they are fully trained in matters relating to pensions, unless exceptional circumstances require a change. There are codes of conduct in place which ensure that there is a process that considers potential conflicts of interest, with clearly identified steps to mitigate the likelihood of protocols if conflict occurs.

Risk is also identified and managed within the Governance Compliance Statement, the Funding Strategy Statement and the Statement of Investment Policy and these processes are reviewed on an on-going basis. Please refer to these documents in the appendices for more details on the risks identified and how these are currently managed.

A review is to take place in the coming year, with the aid of Internal Audit, to separately identify and evaluate the risks for the Havering Pension Fund which will be reported to the Pension Committee. As part of this review a Pension Fund Risk Register will be developed and maintained.

Governance Risk

The Fund uses the services of an external Actuarial Advisor (Hymans) whose advice is sought in setting employer contribution rates and bond rates to mitigate the risk of the fund not receiving the right income and financial protections for the Fund.

Investment Risk

The Fund has appointed an external Investment Advisor (Hymans) whose advice is sought on investment matters and attends quarterly committee meetings where investment performance is reported for the Fund and for each individual fund manager.

Fund Managers

As a risk management tool, assurance is sought from the fund managers with regard to their own internal controls by reviewing their audited assurance reports (AAF 01/06 and SSAE16 ISAE 3402). Any exceptions highlighted by their auditors are evaluated by officers.

Benefits Administration

In summary, the risks relating to Administration will be around the obligations to:

- Maintain accurate records;
- Pay benefits accurately; and
- Pay benefits on time as agreed with employers or under statute.

The main areas of risk are likely to be non-payment or late payment of members' benefits, incorrect calculation of members' benefits, breach of Data Protection or failure to comply with Disclosure of Information requirements. Another growing area of risk that also needs to be assessed and managed is that of fraud. Participating in the NFI is one of the ways in which pension fraud is successfully managed, together with all pension administration staff undertaking fraud awareness training and data protection training.

The impact of the above risks would be statutory fines, loss of reputation, adverse publicity and increased audit fees.

These risks will be addressed and mitigated in the Risk Register and Business Continuity Plan.

Business Continuity Plan

Services develop and maintain Business Continuity Plans, which deal with "disaster recovery" and include contingency measures. The ISS Business Continuity Plan identifies critical activities whose failure would lead to an unacceptable loss of service, and sets out measures to minimise the risk and disruption to service.

FINANCIAL PERFORMANCE

The Fund is invested in shares issued by companies listed on the stock exchange and on foreign exchanges and also in bonds, property funds and in cash.

The Net Assets of the Fund have increased to **£506m** for 2013/14 from £461m in 2012/13, a net increase of £45m.

The net increase of **£45m** is compiled of a change in the market value of assets of £24m, investment income of £9.2m, net additions of cash of £13m and offset by management expenses of (£1.2m). Further details are included within the Fund Account and net Asset Statement included in this report.

The Fund's Actuary carried out a triennial valuation during 2013/14 based on data as at 31 March 2013. The main purpose of the valuation is to calculate the funding position within the fund and set employer contribution rates for 2014 to 2017. The previous valuation was undertaken at 31 March 2010 and a comparison of funding levels can be seen below:

Summary

	Valuation Date	
	31 March 2010	31 March 2013
Total Liabilities	£588.6m	£752.1m
Market Value of Assets	£360.9m	£460.9m
Surplus/(deficit)	(£227.7m)	(£291.2m)
Funding Level	61.3%	61.2%

The table shows that whilst the funding level has not changed the value of the deficit has increased. This is primarily driven by the change in the value of the liabilities which has been calculated on a set of assumptions used by the Fund's Actuary. The asset returns were higher than expected but not enough to offset the growth in liabilities.

As mentioned above, the Fund's Actuary is required to report on the "solvency" of the whole fund in a valuation which is carried out at least once every three years. As part of this valuation, the Actuary will calculate the solvency position of the whole fund and for each employer. Therefore the Fund does not use separate forecasts for cash flows and asset values over the three year future cycles as assumptions made about the factors affecting the fund's finances in the future (e.g. asset values and cash flows) are included in the valuation report. Cash flow and asset values are monitored regularly and outturns are reported in the accounts annually and follow later in this report. For more details about the financial assumptions used by the Actuary can be found within the valuation report, which is available on the Council's website at www.havering.gov.uk. (within 'Council and Democracy'- 'Council budgets and spending' 'Pension Fund').

Cash Flow Management

Cash flow management is an essential part of the administration of the pension scheme as the fund has to meet its on-going benefit payments. The Fund provides benefits for employees, which include retirement pensions, death grants and other lump sum payments.

These benefit payments can be split between the more predictable payments, such as monthly pension payroll or the more unpredictable payments such as transfer value payments, retirement lump sums or death benefits.

Income received by the fund can be split between the more predictable income such as employer and employee contributions and the more unpredictable income such as Transfers In from other pension schemes.

The working cash balance is reviewed monthly and cash flow projections are carried out up to the end of the 31 March. The cash balance is maintained so that it is not so large as to reduce the potential for future investment returns and not so small so as to create the risk that the balance will be easily exhausted and thus having to make disinvestments frequently or at short notice.

The cash flow policy adopted by the Pension Fund sets out that should the cash level fall below the set de-minimus then this should be topped up in the first instance by using investment income. In the event that cash levels rise above the set upper limit, cash will be invested in the most underweight asset allocation within the investment strategy.

The table below shows the predictable and unpredictable cash flows for 2013/14:

	Balance B/F	Apr 13	May 13	Jun 13	Jul 13	Aug 13	Sep 13	Oct 13	Nov 13	Dec 13	Jan 14	Feb 14	Mar 14
<u>Predictable</u>													
Income		(2.3)	(2.4)	(2.4)	(2.3)	(2.4)	(2.3)	(2.3)	(2.4)	(2.3)	(2.4)	(4.1)	*(15.8)
Expenditure		2.2	2.2	2.1	2.2	2.4	2.2	2.2	2.5	2.3	2.4	2.2	*14.3
Net Total		(0.1)	(0.2)	(0.3)	(0.1)	0.0	(0.1)	(0.1)	0.1	0.0	0.0	(1.9)	(1.5)
<u>Unpredictable</u>													
Income		(2.8)	0.0	(0.1)	(0.3)	(0.8)	(0.1)	(0.1)	0.2	(0.4)	(0.4)	(0.3)	(0.2)
Expenditure		1.1	1.2	0.7	0.4	0.7	0.4	0.7	0.4	0.5	0.3	0.5	0.4
Net Total		(1.7)	1.2	0.6	0.1	(0.1)	0.3	0.6	0.6	0.1	(0.1)	0.2	0.2
Total		(1.8)	1.0	0.3	0.1	(0.1)	0.2	0.5	0.7	0.1	(0.1)	(1.7)	(1.3)
Cumulative Total	(3.5)	(5.3)	(4.3)	(4.0)	(4.0)	(4.1)	(3.9)	(3.4)	(2.7)	(2.6)	(2.7)	(4.4)	(5.7)

*Includes additional contributions made by the London Borough of Havering to fund investment in local infrastructure.

The Pensions Committee is supported by the administering authorities' finance and administration services and the associated costs are therefore reimbursed to the administering authority by the Fund in the form of a recharge. The budgets and outturn of the Administration costs are subject to budgetary controls within the Council's procedures.

Estimates for the medium term on Administration and Investment Management Expenses are as follows:

Administrative Expenses

	2013/14 Estimate	2013/14 Actual £000's	2014/15 Forecast £000's	2015/16 Forecast £000's	2016/17 Forecast £000's
Administration & Processing	736	693	630	630	630
Actuarial Fees	30	52	30	30	30

Audit Fees	21	21	21	21	21
Other Fees	5	7	5	5	5
Other Costs	10	10	10	10	10
TOTAL	802	783	696	696	696

The Administration and Processing costs have increased in 2013/14 due to the purchase of an upgraded pension administration system called ALTAIR from Heywood Limited. The contract is for five years but the 1st year costs include the implementation costs and an upfront licensing fee.

Increase in Actuarial fees increased due to fund triennial valuation costs.

Investment Management expenses

	2013/14 Estimate	2013/14 Actual £000's	2014/15 Estimate £000's	2015/16 Estimate £000's	2016/17 Forecast £000's
Administration, Management & custody	1,100	1,132	1,100	1,100	1,100
Performance Measurement services	12	13	12	12	12
Other Advisory Fees	70	83	70	70	70
TOTAL	1,182	1,228	1,182	1,182	1,182

Please note the following regarding the above figures

- Takes no account of any inflationary increases.
- Management and custody fees are charged according to the fund value; therefore an average figure has been applied for 2013/14 onwards.
- Based on 2013/14 fund and staffing structures.

Monitoring of pension overpayments, recoveries and amounts written off, including the results of participation in the bi-annual National Fraud Initiative is being monitored regularly.

Invoices raised, and amounts recovered, since 2011/12 relating to recoverable overpayments of pension to deceased and child members of the scheme are set out in the table below. Invoices outstanding from 2007/08 to 2010/11 that were transferred to the new Oracle system in April 2011 which related to recoverable overpayments of pension to deceased members of the scheme are also included in the table below:

Year debt raised	Amount of debt raised £	Debt collected £	Debt outstanding £
2007/08	117.95	117.95	0
2009/10	262.08	262.08	0
2010/11	468.02	468.02	0
2011/12	12,658.86	9,575.32	3,083.54
2012/13	8,927.17	6,836.88	2,090.29
2013/14	5,210.82	1,946.03	3,264.79
Total	27,644.90	19,206.28	8,438.62

Within the debt outstanding for 2013/14 £1,748.38 was raised in the last quarter of the year. Most of the debt outstanding for 2011/12 and 2012/13 relates to 2 deceased pensioner overpayments. All recoverable pension overpayments are actively pursued to successful recovery where possible.

The Council has always subscribed to the National Fraud Initiative (NFI), for pensions this involves identifying any deceased members of the LGPS and any pension abatements not already known to the Pensions Administration Team. The result of this may lead to the recovery of overpayments of pension. The last exercise in 2012/13 revealed that there were a total of 86 matches reviewed of which there was one case identified not already known to the Team. One case matched a pension payment to a deceased person and we recovered £1,335.45.

ADMINISTRATIVE MANAGEMENT PERFORMANCE

Pension Services Local Performance Indicators 2013/14

INDICATOR	What is it an indicator of	Actual 2012/13	Actual 2013/14	Target 2013/14
The percentage of retirements processed within 5 working days	The percentage of retirement payments processed within 5 working days of the employee retiring or receipt of all relevant information. This indicator measures effectiveness through service delivery and is a standard throughout Local Government	81.32%	86.35%	95%
The percentage of early retirement estimates processed within 10 working days	To produce estimates for early retirements i.e. ill health, redundancies and voluntary retirements within 10 working days of request, normal retirement date or receipt of all relevant information. This indicator is particularly important to service clusters	79.85%	83.87%	91%
The percentage of Notification of deferred benefits within 15 working days	To notify members who have left their job (or one of their jobs) of the deferred benefits that they have accrued at the point of leaving within 15 days of all relevant information.	32.92%	63.38%	60%
The percentage of 'Transfers In' actuals processed within 15 working days.	The percentage of transfers in with the members' record updated with the transferred in information	40.00%	37.04%	80%
The percentage of 'Transfers Out' actuals processed within 15 working days	The percentage of transfers out paid to the new pension provider	81.25%	83.87%	80%
The percentage of 'death' notifications written out to within 5 days of receipt of all information received.	The percentage of deaths with notification of benefits	68.42%	67.72%	95%
The percentage of joiners processed within 10 working days of information received	The percentage of joiners records set up on the Pensions Administration System	51.68%	64.59%	70%

The Pensions Administration Team, part of Internal Shared Services, is split between two teams, the Benefits Team and the Member Record Maintenance Team.

The Pension Service Local Performance Indicators represent the main core of the benefits team output but do not cover all the calculations and processes carried out by this team. The indicators do not include a substantial amount of work carried out by the record maintenance team who effectively manage the quality of the data held, which has a direct impact upon the triennial valuation.

Performance levels for areas that impacted directly on the release of pensions were improved or maintained during the year (retirements processed and 'death' notifications written out to within 5 days) although performance in other areas was variable. The percentage performance data does not give a true reflection of the overall performance of the team in relation to the measured work. The overall performance of the team improved against last year with three areas standing out with high volumes of work and increased performance against last year, which were new starters, retirement payments processed and notification of deferred benefits, details are set out in the table below. The team continued to work on areas of backlog including the combining of deferred benefits with active membership.

Additional priorities which impacted the workload and performance for the team during this year included:

- Provision of data for the triennial valuation (assessed by the Actuaries as being of a high, clean quality);
- Development, testing and implementation of a new pension system which went live from December 2013;
- Developing and testing interfaces for the new One Oracle Council Enterprise Resource Planning (ERP) system; and
- Preparing for the implementation of the new CARE Scheme 2014.

Indicator	Volume 2012/13	Volume 2013/14	Year on Year Performance*
The volume of work that feeds into the percentage of retirement payments processed within 5 working days	273	315	106.18%
The volume of work that feeds into the percentage of joiners processed within 10 working days of information received	743	1234	124.97%
Notification of deferred benefits	653	537	192.54%
Combining of deferred benefits with actives	55	125	N/A
Totals	708	662	N/A

* Meeting deadlines

Other factors impacting upon the stability and growth of performance are set out below.

System Stability

Prior to implementing the new hosted Altair system, from December 2013, there had been system access stability issues with the previous AXISE system which had caused over 2 weeks of system down time.

Retention and recruitment of staff

- There has been staff turnover impacting on 38% of the posts within the team during the year.
- The need for training and support for the team will continue into 2013/14 due to the implementation of a new pension administration system (moving from AXISE to Altair), training for the new CARE 2014 Scheme and member communication of the new scheme.
- An experienced member of staff from the Benefits team has been supporting the training, development and mentoring of all the new staff and supporting the development and testing of Oracle and One Oracle interfaces.

Triennial Valuation and Data Quality

To ensure robust, complete, high quality data is held in the pension system it has been a priority to ensure all exceptions and anomalies were thoroughly reviewed with gaps investigated and correct data ascertained. This has meant balancing the needs of ensuring membership records were complete and accurate against meeting benefit target timescales. Priorities have continually been

reviewed throughout the year to ensure these conflicting priorities could be delivered, whilst improving the performance against targets that directly impacted the payment of benefits. The team have successfully balanced improving the percentage of retirements processed within 5 working days and the percentage of 'death' notifications written out to within 5 days of receipt of all information at the same time as delivering member data that has been assessed as good quality data by the Pension Fund Actuaries.

The Actuaries have stated that there has been a decline in the quality of data held by many other funds for the 2013 valuation. The reasons behind the decline in the quality of data held by funds have been identified as:

- reduction in administration staffing numbers;
- complexities in preparing for the new benefit structures;
- the proliferation of new employers (such as Academies); and
- the outsourcing of administration functions.

The impact of poor quality data is:

- additional actuarial fees in respect of validating and correcting data;
- higher than anticipated contribution rates due to prudent adjustments being made for actuarial calculations; and
- additional administration costs in respect of correcting historical problems.

To quantify this, should additional work be required of the actuaries to validate/correct membership data the estimated costs to the fund could approach £20,000. Furthermore, the impact of good quality data could impact on the employer's contribution rate by as much as 1 - 2% of pay.

An estimate, based on 31 March 2014 data, of the recurring cost and impact on employer revenue budgets for the LGPS is shown below for the London Borough of Havering (including schools)

Employer	Actual Normal Contributions 2013-14	1% Saving	2% Saving
London Borough of Havering (including schools)	£17.848m	£0.178m	£0.347m

Furthermore, as a result of the Public Service Pensions Act 2013, the importance of quality data will be under further scrutiny when the proposed new governance arrangements for the Local Government Pension Scheme are introduced and implemented from April 2015.

Local Government Funding Cuts

All Local Authorities are under pressure to make huge financial savings. Several areas of the authority have been reviewed and restructured. This impacts the Pension section in two ways:-

- High demand from employees for information and guidance in respect of their pension benefits should they decide to retire earlier than they initially planned or be made redundant.
- High demand from service areas for Redundancy and Early Retirement Estimates as well as guidance in the options available.

The Council continues to look at different ways of delivering services which impacts upon the Pension Team. Demand for pension guidance for managers and employees working in areas that may be subject to change continues to escalate.

Academies and Outsourcing

The pace of conversion of schools to Academies is still continuing to have a significant effect on both the Pensions and Payroll teams due to the unique employer status of Academies. Academies need continual support and monitoring.

Outsourcing continues to add further demand on Pension Team resources and is an area not captured by performance indicators as it does not deliver a tangible, quantifiable benefit. The level of planned and actual outsourcing by Academies is still on-going and seems likely to continue to grow. This adds to the work of the Pension Team who provides the necessary data for the Actuaries to calculate Bonds and employers rates. If the outsourced function is granted Admitted Body Status this drives further unplanned work to separate out the scheme employers and drive further administrative burden as the number of scheme employers increases.

The growth in Scheduled and Admitted Body scheme employers also increases the support and communications requirements for the team. Introduction meetings are held with all new bodies to support their entry into the scheme with on-going meetings and support as and when required. The extension of scheme employers increases the workload for the production of annual benefit statements and the provision of information for the triennial and individual valuations. Between the valuation period 2010 and 2013 there has been a net increase of over 30% of new scheme employers (a net increase of 7 new employers). In addition to the increase in scheme employers during this period, 1 maintained school and 2 existing Academies outsourced their payroll to external providers from the Council's payroll service, which increases the burden of pensions administration as all the data has to be then manually entered into the pension system. Furthermore, the loss of access to the prime payroll information impacts on the quality of the data when calculating benefits or producing annual benefit statements.

Should the increase in scheme employers continue at the current pace the staffing resources of the team will have to be reviewed further.

With all the above pressures the Pension Team has been committed to providing a good quality pension service for stakeholders, in particular scheme members. Whilst the performance levels were variable and the volumes of work increasing, the number of complaints has been minimal.

Fund Membership Data

The membership of the Fund over the last five years is as follows:

	As at 31 March 2014	As at 31 March 2013	As at 31 March 2012	As at 31 March 2011	As at 31 March 2010
Contributors	6,206	5,755	5,878	6,155	6,157
Deferred pensioners	4,874	4,702	4,405	4,041	3,744
Pensioners and Dependants	5,641	5,453	5,253	5,065	4,951
	16,721	15,910	15,536	15,261	14,852

Those pensioners in receipt of enhanced benefits over the same five year period are as follows:

	As at 31 March 2014	As at 31 March 2013	As at 31 March 2012	As at 31 March 2011	As at 31 March 2010
Ill Health	13	14	16	12	8
Early Retirements	0	0	0	0	0

Please note that previous reports incorrectly reported the early retirement's enhancements.

The age profile of members with five year bandings for the year ended 31 March 2014 follows:

AGE BANDS	ACTIVES	DEFERRED S	PENSIONERS (OWN RIGHT)	DEPENDANT PENSIONS	TOTAL BY AGE BAND
0-4	0	0	0	2	2
5-9	0	0	0	2	2
10-14	0	0	0	14	14
15-19	19	3	0	17	39
20-24	196	77	0	7	280
25-29	266	293	0	0	559
30-34	354	365	0	1	720
35-39	549	425	0	1	975
40-44	858	729	5	11	1,603
45-49	1,233	995	8	8	2,244
50-54	1,191	980	28	17	2,216
55-59	937	848	153	33	1,971
60-64	471	137	931	48	1,587
65-69	115	19	1,238	83	1,445
70-74	17	3	841	99	960
75-79	0	0	694	130	824
80-84	0	0	462	162	624
85-89	0	0	307	152	459
90-94	0	0	91	61	152
95-99	0	0	21	21	42
100-104	0	0	0	3	3
TOTAL	6,206	4,874	4,769	872	16,721

Contributions to the Fund

Employees who were eligible to be members of the Fund prior to 31 March 1998 were required to make contributions by deductions from earnings at the rate of 6% for officer staff and 5% for manual staff. As from 1 April 1998, all new entrants to the Fund were required to pay 6% of earnings.

With effect from 1st April 2008 instead of paying a standard contribution rate, as mentioned above, different contribution rates for different pay bands was introduced. These new rates have been designed to give more equality between the cost and benefits of scheme membership. The new

rates are between 5.5% and 7.5% of pensionable pay. The rate paid depends on which pay band the member falls into.

The London Borough of Havering as a scheme employer review LGPS bandings on an annual basis each April, therefore promotions and demotions do not affect contribution rates till the following year.

The Council is required to make balancing contributions as determined by the Fund's actuary to maintain the solvency of the Fund. The employers' contribution for the London Borough of Havering employees was 22% of salary in 2013/2014 (2012/13 22%). The Council's annual contribution is reviewed every three years. The valuation based on data as at 31st March 2010 effected employer contribution rates for 2011/12, 2012/13 and 2013/14. The 2013 valuation is based on data as at 31 March 2013 but does not come into effect until 2014/15.

In 2013/14 the contribution rates due from the other employers in the Havering Pension Fund range from 15.6% to 26.1% based on the valuation as at 31 March 2010, this includes payments of past service contributions.

The payment of contributions by employers with external payrolls is monitored on a monthly basis by Pensions Administration. The Council receives a breakdown of individual employee contributions which is reconciled against the payments.

All new employers are given instruction and written guidance in the requirements of the Pension Administration team for making payments, timescales for payments and the reminder process in place. In advance of admittance to the scheme all new employers are informed of the employer contribution rates applicable and the required bond levels.

All admitted body employers are required to purchase a bond which protects the fund against default payments.

The monitoring of the payment of contributions identified two employers who made late submissions, in one case it applied to only one month and in the other case it applied to two separate months. The reminder process was put into action resulting in the receipt of the late contributions. The value of the late contributions in percentage terms was 0.25% of the total fund contributions. Interest (£23.50) and admin charges (£45) were applied to the employer who was late with two separate payments (Family Mosaic), although the interest and admin charge do not cover the cost of levying the interest against the low level of interest rate applicable. If evidence of continued late payment were to arise interest would be levied as part of the reminder process after the first late payment.

The table below shows how many members were making contributions to the Fund together with the employers' contributions:

Contributing employers	Active Members	Contributions from Members £	Contributions from Employers £
London Borough Havering (including schools – non teaching staff only)	4,756	5,220,211.56	34,023,885.35
Havering College of Further & Higher Education	301	329,227.31	1,034,912.46
Havering Sixth Form College	88	78,628.70	205,912.56
Drapers Academy	42	49,536.81	116,403.18
Abbs Cross	44	38,469.10	131,825.10
Coopers Coborn	53	52,011.70	186,155.46
The Brittons Academy	84	62,532.04	227,436.33
Sacred Heart of Mary	48	30,993.06	114,609.06
Campion School	89	56,320.04	189,220.87
Hall Mead	105	60,037.48	235,044.24
St Edwards	70	71,718.58	229,973.18
Emerson Park Academy	50	45,658.89	145,512.01
Redden Court	53	49,706.92	164,294.43
The Albany Academy	36	32,704.99	133,744.79
Chafford	36	26,841.20	96,426.91
Frances Bardsley	58	57,503.27	181,972.23
Upminster Infant School	25	9,300.89	53,378.93
Upminster Junior School	27	16,004.30	48,852.71
Bower Park	37	38,209.69	178,862.68
Langtons Junior	22	8,865.11	42,950.13
Pinewood Oasis	33	7,856.17	31,882.36
Sports & Leisure Management – Fitness and Health	4	3,884.65	10,487.25
Sports & Leisure Management – Charitable Trust	53	61,257.09	166,115.65
Morrisons (Mears)	25	55,570.99	205,967.96
Citizens Advice Bureau	2	5,127.36	31,682.48
KGB Cleaners	1	435.48	1,758.00
Volker	1	1,423.10	5,918.07
Family Mosaic	63	63,936.29	279,516.19

Breyer Group		1,352.92	5,313.44
*Innovate	0	(1,773.82)	(6,292.40)
TOTAL	6,206	6,533,551.87	38,473,721.61

* Never joined – residual accrual

Investment Policy and Performance Report

INVESTMENT POLICY

The overall direction of the Fund's Investment Strategy is delegated to the Council's Pensions Committee. The Pensions Committee also oversees the Fund's investment arrangements and publishes a Statement of Investment Principles (SIP) on the Council's website in accordance with the requirements of the Local Government Pension Scheme (Management and Investment of Funds) (Amendment) Regulations 2005.

The long term strategy of the fund following its review in 2012 was to reduce exposure to equities and invest in Multi Asset strategies. During 2013/14 the implementation of the Fund's restructure was completed, following the awards of the Multi Asset mandates in September 2013. The two managers, Barings and Baillie Gifford - commenced trading in December 2013. Additional contributions were made by the London Borough of Havering and this has been temporarily invested with State Street Global Assets pending allocation to a Local Infrastructure investment.

The Council has in place an Investment Strategy, which consists of a document split into two sections – The Statement of Investment Principles and the Myners Compliance Statement.

Statement of Investment Principles - The Fund publishes a Statement of Investment Principles (SIP) on the Council's web site in accordance with the requirements of the Local Government Pension Scheme (Management and Investment of Funds) (Amendment) Regulations 2005. This Statement sets out the Council's policy on a range of matters relating to investments, including the funds responsible investment policies and any environmental, social and governance issues and management of the pension fund. This is produced in conjunction with the Fund's investment advisors. The Fund does not place restrictions on any particular types of investments. Over the longer term, the Pensions Committee requires the Investment Manager(s) to consider, as part of the investment decisions, socially responsible investment issues and the potential impact on investment performance. Beyond this, the Investment Manager(s) has full discretion with the day to day decision making.

Myners - In line with regulations the Council, as an Administration Authority, also publishes a statement which shows the extent to which an administrative authority complies with guidance as issued by the Secretary of State. Where it does not comply, reasons for non-compliance must be disclosed. This is known as the Myners Principles and is published together with the SIP.

A copy of the SIP and compliance against the Myners Principles can be found in the appendices attached to this report.

The Council also has in place a **Funding Strategy Statement (FSS)** which was reviewed during 2013/14. The FSS is reviewed in detail at least every three years as part of the Fund's triennial valuation. This statement was reviewed during the revaluation process which commenced using data as at the 31 March 2013 and the results published by no later than 31 March 2014.

The FSS was prepared by the Administration Authority in collaboration with the Fund's Actuary, Hymans Robertson and after consultation with the Fund's employers. The draft version of the Funding Strategy Statement was distributed to all participating employers and the consultation ended on the 25 March 2014.

The FSS sets out the objectives of the London Borough of Havering Pension Fund's funding strategy and includes a summary of the Fund's approach to funding its liabilities and is effective from **1 April 2014**.

As the new FSS does not apply until 1 April 2014 it does not cover the reporting period of this report therefore a copy of the FSS that applied at the beginning of the reporting period can be found in the appendices attached to this report.

As part of the application of the FSS the Havering Pension Fund holds insurance bonds to guard against the possibility of admitted bodies not being unable to meet their pension obligations. These bonds total £5.1m and are drawn down in favour of the pension fund and payment will only be triggered in the event of employer default. Two new admitted bodies, which are subject to pending legal agreements, will hold bonds or guarantees totalling £1.5m.

The Transaction Manager, in collaboration with the Fund's Actuary has produced an Admissions policy. The Admissions Policy will cover acceptance, on-going treatment and cessation of admitted bodies. This is to ensure that a considered and consistent approach to the admission of new employers in the Fund can be followed. This policy is currently being finalised and will be presented to the Pensions Committee for adoption during 2014/15.

Investment Administration and Custody

The Fund uses the services of State Street Bank who are the Fund's appointed custodians. They operate a wide range of services but are mainly responsible for the safekeeping and custody of the Fund assets and are responsible for Investment Accounting and Reporting. They ensure that accurate records and certificates of the ownership of stock are maintained and ensure that dividend income and other distributions are received appropriately. They also keep a record of the book costs in the various asset classes and provide a market valuation of the Fund. It is State Street's records that are used to produce the investment balances in the Fund's accounts.

Fund Manager Performance is reported to the Pensions Committee on a quarterly basis. Managers are required to present at the Pensions Committee every six months. On alternate quarters Fund managers meet with officers for a monitoring meeting. The exception to this procedure is the multi asset managers and the passive equity manager who will attend two meetings per year, one with officers and one with the Pensions Committee. If there are any specific matters of concern to the committee relating to the manager's performance, arrangements can be made for additional presentations.

The Fund's investment advisors attend the quarterly Pensions Committee meetings and also produce a quarterly report, including fund manager performance and market commentary.

The Fund subscribes to the CIPFA Pensions Network, which aims to support pension practitioners and is dedicated to pension fund bodies, offering services in relation to investment, audit, accounting, administration and governance.

Voting activity exercised by the Fund managers is included in their quarterly reports and these are made available for the Pensions Committee to consider.

Asset Allocation

The Fund managers and the market value of assets under their management at the 31st March 2014 were as follows:

Manager	Mandate	Value £'000	Proportion of Total Fund %
Royal London	Active Investment Grade Bonds	99,454	19.9
UBS	Active Property	23,166	4.6
Ruffer	Multi Asset Absolute Return	64,853	12.9
State Street Global Assets	Passive UK/Global Equities	46,634	9.3
State Street Global Assets	Sterling Liquidity Fund	11,547	2.3
Baillie Gifford	Pooled Global Equities	85,594	17.1
Barings DAAF	Multi Asset	97,978	19.6
Baillie Gifford DGF	Multi Asset	71,029	14.2
	Other	521	0.1
	Total Fund	500,776	100.0

The main investment objective is to maximise the overall return on the Fund's investments from income and capital appreciation without high risk and to maintain the ready marketability of the portfolio to meet the fund's fluctuating cash requirements.

The movement in the asset allocations since the last annual report is shown in the table below. The asset allocation as at 31 March 2014 is also shown for comparisons.

Asset Class	Target Allocation as per SIP Jul 2013 %	Actual Asset Allocation March 2013 %	Actual Asset Allocation March 2104 %
Equities	25	60	26.4
Investment Grade Bonds – Active	17	21	19.9
Property – Active	5	5	4.6
Absolute Return Multi Asset (All classes) – Active	15	14	13.0
Multi Asset Strategies	35	0	33.7

Infrastructure	3	0	0
Cash	0	0	2.4
Total	100	100	100

During 2013/14 work continued to complete the Investment Strategy line with the Statement of Investment Principles (SIP) as at July 2013.

- The Pensions Committee decided to terminate the mandate with UK Equities Manager (Standard Life) to fund the new mandate with the Multi Asset Manager (Barings - Dynamic Asset Allocation Fund). Assets were transferred during November and December 2013.
- During November and December 2013 Assets were also transferred from the passive UK/Global Equities Manager (State Street Global Assets) to Baillie Gifford - Diversified Growth fund).
- Additional contributions were made to the Fund in March 2014 which will fund a Local Infrastructure project once a scheme has been identified. Pending identification of a project the cash has been invested in a State Street Liquidity fund.

Largest 10 Direct Asset Holdings of the Total Fund Value:

<u>Holdings</u>	<u>Market Value at 31 March 2014</u>	<u>Proportion of the total investment of the fund</u>
	£m	%
UK Treasury Index Linked Bond 1.25% - matures 2017	7.20	1.42
Cash – foreign currency	4.85	0.96
UK Treasury Index Linked Bond 0.125% - matures 2068	4.42	0.87
UK Treasury 4.25% – matures 2036	2.69	0.53
UK Treasury Index linked Bond 0.125% – matures 2024	2.68	0.53
UK Treasury Index linked Bond 4.125% – matures 2030	2.67	0.53
UK Treasury 3.75% - matures 2052	2.57	0.51
UK Treasury Index Linked Bond 0.75% - matures 2047	2.40	0.47
UK Treasury Index linked Bond 0.25% - matures 2052	2.29	0.45
UK Treasury Index linked Bond – matures 2037	2.25	0.44
Total	34.02	6.71

In addition to the above holdings the Fund also invests in a number of pooled mandates, the largest as follows:

<u>Holdings</u>	<u>Market Value at 31 March 2014</u>	<u>Proportion of the total investment of the fund</u>
	£m	%
Barings Dynamic Asset Allocation Fund	97.98	19.36
Baillie Gifford Global Equities	85.59	16.91
Baillie Gifford Diversified Growth Fund	71.03	14.03
State Street Passive Equities	46.63	9.22
UBS Pooled Property	22.89	4.52
State Street Sterling Liquidity Fund	11.55	2.28

Total**335.67****66.32**

INVESTMENT PERFORMANCE

The Fund uses the services of The WM Company to provide comparative statistics on the performance of the Fund. The performance of the Fund is measured against a tactical and a strategic benchmark.

The tactical benchmark is a combination of all the individual benchmarks set for each fund manager and is determined according to the type of investments being managed.

The strategic benchmark for the overall fund is a liability benchmark of FTSE A Gilts over 15 years plus 1.8% (net of fees) p.a.

The main factor in meeting the strategic benchmark is market performance. The main factor in meeting the tactical benchmark is fund manager performance.

In 2013/14, the overall return on the Fund's investments was 7.0% (2012/13 14.4%). This represented an out performance of 2.0% against the tactical benchmark (2012/13 1.1%) and an out performance of 7.0% against the strategic benchmark (2012/13 2.9%). The following table shows the overall net performance of the Fund:

	<u>1 year to</u> <u>31.03.13</u>	<u>1 year to</u> <u>31.03.14</u>	<u>3 Years to</u> <u>31.03.14</u>	<u>5 years to</u> <u>31.03.14</u>
	%	%	%	%
Fund Return	14.4	7.0	8.4	13.4
Tactical Benchmark	13.1	4.9	7.4	12.6
Performance	1.1	2.0	1.0	0.7
Fund Return	14.4	7.0	8.4	13.4
Strategic Benchmark	11.2	0.0	11.7	9.5
Performance	2.9	7.0	--2.9	-3.5

A geometric method of calculation has been used in the above table and consequently this may not sum

WM also produces performance summaries for the Local Authority Universe that comprises of 85 LGPS pension funds.

The average return over the 12 months to 31 March 2014 for the WM Local Authority universe was 6.4% (2012/13 13.8%). The Havering Pension Fund was at the 35th percentile in 2013/14 (2012/13 32nd).

WM data	2013/14	2012/13
Fund Return	7.0	14.6
Benchmark (WM Universe)	6.4	13.8
Relative Return	0.6	0.7
WM Ranking	35	32

Individual manager performance and asset allocation will determine the performance against the strategic benchmark. Where appropriate, Fund Managers have been set a specific (tactical) benchmark as well as an outperformance target against which their performance is measured. Fund Manager Performance is measured against benchmarks and targets as follows:

Manager and % of target fund allocation	Mandate	Tactical Benchmark	Out performance Target
State Street (SSgA) 8%	UK/Global Equities - passive	UK- FTSE All Share Index Global (Ex UK) – FTSE All World ex UK Index	To track the benchmark
Baillie Gifford 17%	Global Equities - Active	MSCI AC World Index	1.5 – 2.5% over rolling 5 year period
Royal London Asset Management 20%	Investment Grade Bonds	<ul style="list-style-type: none"> 50% iBoxx Sterling Non Gilt Over 10 Year Index 16.7% FTSE Actuaries UK Gilt Over 15 Years Index 33.3% FTSE Actuaries Index- Linked Over 5 Year Index 	0.75%
UBS 5%	Property	IPD (previously called HSBC/AREF) All Balanced Funds Median Index	To outperform the benchmark
Ruffer 15%	Multi Asset	Not measured against any market index – for illustrative purposes LIBOR (3 months) + 4%.	To outperform the benchmark
Barings – Dynamic Asset Allocation Fund 20%	Multi Asset	Sterling LIBOR (3 months) +4%	To outperform the benchmark

The following table compares each Fund Manager performance against their specific benchmark and their performance target for the twelve months ending 31 March 2014:

Fund Manager	Return (Performance)	Benchmark	Performance vs benchmark	Target	Performance vs Target
Royal London	0.8	-1.4	2.2	-0.6	1.4
UBS	11.4	11.9	-0.4	n/a	n/a
Ruffer	-0.4	0.5	-0.9	n/a	n/a
SSgA	6.6	6.6	0.0	n/a	n/a
Baillie Gifford (Global Alpha Fund)	12.7	6.7	6.0	n/a	n/a
Barings	n/a	n/a	n/a	n/a	n/a
Baillie Gifford (DAAF)	n/a	n/a	n/a	n/a	n/a

Source: WM Company, Fund Managers and Hymans

- Barings and Baillie Gifford Diversified Growth Fund not included as they were not invested for entire period.
- Totals may not sum due to geometric basis of calculation and rounding.

Performance against benchmark is measured at Fund Manager level. Performance is not measured against the asset classes as mandates allocated to Fund Managers mainly match the asset classes.

Scheme Administration Report

OVERVIEW

The Pensions Committee is supported by the administering authorities' Finance and Pension Administration Team (Internal Shared Services) and the associated costs are therefore reimbursed to the administering authority by the Fund. The costs for these services form part of the Administrative and Investment Management expenses as reported in the Pension Fund Statement of Accounts.

The Administration costs charged to the Fund for the year ending 31 March 2013 is £782,888 (includes audit and actuary fees).

The Council's Pension Administration section is responsible for all aspects of the Scheduled (including Academies) and Admitted Body scheme membership including payment of benefits, processing joiners and leavers, record amendments, scheme employers' returns, monitoring and administration of the Council's Additional Voluntary Contributions (AVC) scheme. The Administration section is also responsible for ensuring the governance processes relating to pensions arising from scheme employer TUPE activities are in place, including reporting to Committee.

The Pensions Administration service consists of an establishment of 9.17 full time equivalent posts.

The key day to day functions of the unit are:

- Processing new members of the scheme
- Dealing with requests from members who wish to transfer their pension into or out of Havering's Fund
- Administering death benefits for scheme members
- Bringing pensions into payment on retirement or early retirement
- Providing estimates for members/managers
- Assisting members who wish to increase their pension provision through AVC's or ARCs (replaces added years and is to provide added pension)
- Processing leavers with a refund of contributions or deferred benefits
- Updating the pensions computer system with changes to members details
- Reviewing and monitoring 3rd tier ill-health retirements
- Monitoring and recording Scheduled and Admitted Body contributions for bodies that do not utilise the Havering payroll
- Utilise information technology to improve service standards and efficiency
- Supporting outsourcing for both the Council and other Scheduled Employers such as the Academies

- Contribute to national policy formulation on pensions to reflect the Council's preferred approach
- Bi-annual National Fraud Initiative (NFI) compliance
- Ensuring continual data cleansing in preparation for the next scheme valuation
- Preparation for the new scheme governance requirements of The Pension Regulations
- Preparing for the implementation of the new Local Government Pension Scheme in 2014
- Reviewing all processes and procedures to embed the new 2014 scheme changes
- Train and develop staff to meet service and Council objectives

The Finance service that supports the Fund consists of an establishment of 1.5 full time equivalent posts.

Pensions Administration has participated in the CIPFA Benchmarking Club again this year. The results of the benchmarking demonstrate that the cost of administration for this borough is £41.05 per member against a London Authorities average of £27.49 per member. A review of the benchmarking data for 2013/14 identified costs that could have been attributable to the investment support costs rather than administrative costs. When this is adjusted for the average cost per member reduces to £39.51 per member.

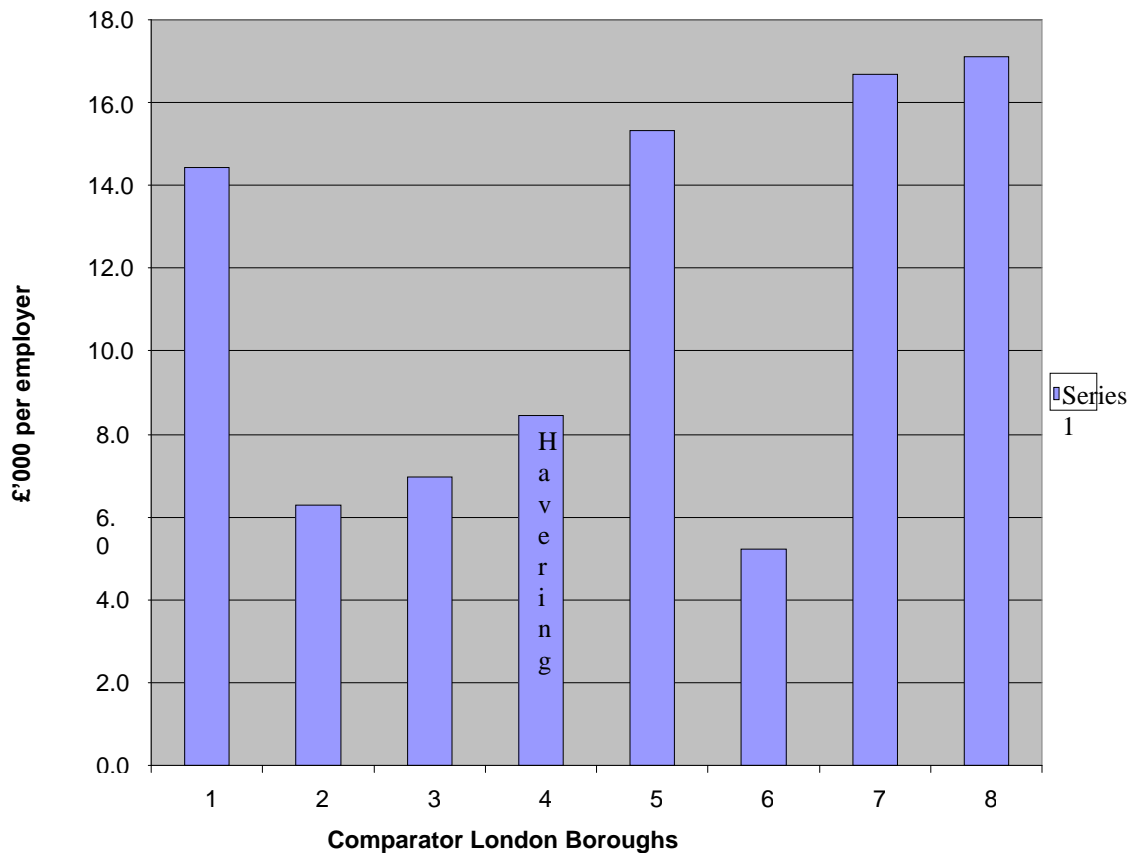
The 2013/14 benchmarking costs submitted for Havering reconciled to those declared in the Statement of Accounts, but a review of the London comparator group Statement of Accounts identified that it was not possible to reconcile benchmark costs with their Statement of Accounts. Using the published Statement of Accounts information for the London comparator Councils it was identified that the average cost per member was actually £35.96 for the group. Therefore, the actual cost per member (adjusted for investment costs) for Havering, at £39.51, is comparable to the London group average, particularly as there were significant one off costs of change moving from the AXISE pension system to the Altair system.

Benchmarking developments that are planned for next year, subject to system development and benchmarking information availability, include monitoring staff to fund member ratios and average cases per member of staff. The latter is dependent upon the having the resources to implement a workflow system and the architecture of any such workflow system.

During 2013/14 the new Altair hosted pension system was successfully implemented on time in readiness for the new Local Government Pension Scheme, CARE 2014. The team also commenced with the communication plan for scheme members and employers ahead of the new scheme and attended new scheme training events to develop their knowledge in readiness for the scheme implementation in April 2014. During the year 2014/15 and beyond supporting the change to the CARE scheme 2014, the continued expansion of scheme employers, the preparation for the Single Tier Pension and Guaranteed Minimum Pension review, implementing Member Self Service, and developing the workflow module will have a significant impact upon team resources.

An area of significant growth since 2011 has been the expansion of Academies and admitted bodies. The increase in scheme employers has a direct impact upon increasing the administrative support for scheme employers and monitoring of scheme employers. From 2011 to 31st March 2013 there have been 13 new Academies formed, yet during this period the core Pensions Team has reduced from 9.68 FTE to 9.17 FTE. The pace of increase in the new scheme employers has declined, although there is still a trend of more schools becoming Academies, especially Primary Academies. The current year has seen 3 new Academies (2 of which are Primary Academies) and 2 new Admission bodies. A review of the Annual Reports for the London benchmarking authorities has been charted to identify the staff costs per scheme employer, Havering are number 4 on the Chart below and have a cost of £8,500 per scheme employer against an average staff cost of £11,300 per scheme employer, which benchmarks well. Havering shows a positive correlation between staffing levels and scheme employers supported.

Average Staff costs per Scheme Employer



The impact of the reduction in the core team staffing, increase in scheme employers, increased volumes of work, and staff turnover in the team has directly impacted upon the overall performance of the team as discussed in the Management Performance section above.

The new pension administration system will aid member self-service. There are also plans to procure a pension system add-on which interfaces with employer systems, together with providing management tools for managing team workflow. The benefits of self service and improved data interfacing are that team members will be able to prioritise work that delivers added value and meet performance targets.

Key Uses of Technology

The Administration team successfully moved from the AXIS(e) system to a hosted Altair system in the planned timescales. The new Altair system will better support the additional functionality post the 2014 pension changes.

Havering has continued to have a close working relationship with the London Borough of Redbridge, we also share newsletters and the “pension scheme members” website.

Havering continues to undertake partnership working with the London Pension Fund Authority which has developed a “pension scheme members” website for the borough, to assist in its pension sharing across London. This website holds information on the LGPS including previous newsletters, a scheme guide and various factsheets. A review of functionality of the website has led to website improvements, and work on incorporating member self-service into their own pension record will be developed at a later stage. Improvements during this year have included developing an employer page on the website and commencing populating this page with relevant guidance and information relevant to scheme employers, work will continue on this during next year as this is a key

governance tool to evidence compliance with the LGPS regulations, particularly in the area of employer discretions.

Internal Dispute Resolution Procedure (IDRP)

Any Internal disputes goes firstly to the Council's Actuaries and then to the Pensions Panel which comprises of Heads of Services from Internal Shared Services, Finance and Legal. The Team Leader for Pensions Administration sits on the panel in an advisory role.

There were no cases taken to IDRP in 2013/14.

Whistle Blowing

The Pension Fund complies with the whistle blowing requirements of the Pension Act that came into force on the 6 April 2005. It urges anyone to inform the correct authorities of any known wrong doings. The process for reporting breaches of the law to the Pension's Regulator is available on the council's website at: www.havering.gov.uk and follow the links 'Council and Democracy', 'Pension Fund'.

No breaches were reported during 2013/14.

Actuarial Report

London Borough of Havering Pension Fund ("the Fund") Actuarial Statement for 2013/14

This statement has been prepared in accordance with Regulation 34(1)(d) of the Local Government Pension Scheme (Administration) Regulations 2008, and Chapter 6 of the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the UK 2013/14.

Description of Funding Policy

The funding policy is set out in the Administering Authority's Funding Strategy Statement (FSS), dated February 2014. In summary, the key funding principles are as follows:

- to ensure the long-term solvency of the Fund, using a prudent long term view. This will ensure that sufficient funds are available to meet all members'/dependents' benefits as they fall due for payment;
- to ensure that employer contribution rates are reasonably stable where appropriate;
- to minimise the long-term cash contributions which employers need to pay the Fund, by recognising the link between assets and liabilities and adopting an investment strategy which balances risk and return (NB this will also minimise costs to be borne by Council Tax payers);
- to reflect the different characteristics of different employers in determining contribution rates. This involves the Fund having a clear and transparent funding strategy to demonstrate how each employer can best meet its own liabilities over future years; and
- to use reasonable measures to reduce the risk to other employers and ultimately to the Council Tax payer from an employer defaulting on pension obligations.

The FSS sets out how the Administering Authority seeks to balance the conflicting aims of securing the solvency of the Fund and keeping employer contributions stable.

For employers whose covenant was considered by the Administering Authority to be sufficiently strong, contributions have been stabilised below the theoretical rate required to return their portion of the Fund to full funding over 20 years if the valuation assumptions are borne out. Asset-liability modelling has been carried out which demonstrate that if these contribution rates are paid and future contribution changes are constrained as set out in the FSS, there is still a better than 60% chance that the Fund will return to full funding over 20 years.

Funding Position as at the last formal funding valuation

The most recent actuarial valuation carried out under Regulation 36 of the Local Government Pension Scheme (Administration) Regulations 2008 was as at 31 March 2013. This valuation revealed that the Fund's assets, which at 31 March 2013 were valued at £461 million, were sufficient to meet 61% of the liabilities (i.e. the present value of promised retirement benefits) accrued up to that date. The resulting deficit at the 2013 valuation was £292 million.

Individual employers' contributions for the period 1 April 2014 to 31 March 2017 were set in accordance with the Fund's funding policy as set out in its FSS.

Principal Actuarial Assumptions and Method used to value the liabilities

Full details of the methods and assumptions used are described in the valuation report dated 31 March 2014.

Method

The liabilities were assessed using an accrued benefits method which takes into account pensionable membership up to the valuation date, and makes an allowance for expected future salary growth to retirement or expected earlier date of leaving pensionable membership.

Assumptions

A market-related approach was taken to valuing the liabilities, for consistency with the valuation of the Fund assets at their market value.

The key financial assumptions adopted for the 2013 valuation were as follows:

Financial assumptions	31 March 2013	
	% p.a. Nominal	% p.a. Real
Discount rate	4.80%	2.30%
Pay increases	3.30%	0.80%
Price inflation/Pension increases	2.50%	-

The key demographic assumption was the allowance made for longevity. The life expectancy assumptions are based on the Fund's VitaCurves with improvements in line with the CMI 2010 model, assuming the current rate of improvements has peaked and will converge to a long term rate of 1.25% p.a.. Based on these assumptions, the average future life expectancies at age 65 are as follows:

	Males	Females
Current Pensioners	22.1 years	24.1 years
Future Pensioners*	24.2 years	26.7 years

*Currently aged 45

Copies of the 2013 valuation report and Funding Strategy Statement are available on request from London Borough of Havering, the Administering Authority to the Fund.

Experience over the period since April 2013

Experience has been better than expected since the last valuation (excluding the effect of any membership movements). Real bond yields have risen and asset returns have been better than expected meaning that funding levels are likely to have improved since the 2013 valuation.

The next actuarial valuation will be carried out as at 31 March 2016. The Funding Strategy Statement will also be reviewed at that time.



Steven Law FFA

Fellow of the Institute and Faculty of Actuaries

For and on behalf of Hymans Robertson LLP

30 June 2015

Hymans Robertson LLP

20 Waterloo Street

Glasgow

The Administrating Authority will monitor the relative funding position, i.e. changes in the relationship between asset values and the liabilities value midpoint between valuations. It will report the results of this monitoring to the Pensions Committee.

The Fund monitors each employer's ill health experience on an on-going basis. If the cumulative cost of ill health retirement in any financial year exceeds the allowance, the employer will be charged additional contributions.

Employer decisions on the application of discretions can give rise to strain costs being payable by the employer to the pension fund. Strain costs are the capitalised financial value of the impact on the fund when a member draws their pension benefits before their Normal or State Pension Age (for whatever reason). Factors that influence the strain costs are the members' age, length of service, gender and marital status. The impact on the fund is the loss of future contribution streams from the employee and the member, and paying out benefits earlier than anticipated.

Generally where a strain cost arises due to an employer decision, such as waiving actuarial reductions or sharing the cost of buying additional pension, the strain costs will be met by the employer and not the Pension Fund. This is monitored and reconciled to data issued by the pension administration section to ensure appropriate strain costs are paid into the Fund.

Governance Compliance Statement

Governance Compliance Statement

Under Regulation 31 of the Local Government Pension Scheme (Administration) Regulations 2008, administering authorities are required to prepare publish and maintain statements of compliance against a set of practice principles on scheme governance and stewardship.

The Governance Compliance Statement sets the following:

- Arrangements for delegation of decisions regarding the Fund
- Terms, structure and procedures of the delegation
- Frequency of meetings
- Whether there are representatives of employing authorities

The compliance principles are not mandatory but suggested best practice; however the Fund must explain the reasons for non compliance if applicable in the statement.

This statement can be found in the appendices at the back of the report.

The Governance Compliance statement is also available on the Council's website at www.havering.gov.uk. (Within 'Council and Democracy', 'Pension Fund').

MEMBER INVOLVEMENT

Training and Development

In January 2010 CIPFA launched as good practice guidance a Knowledge and Skills Framework that Pension Funds could voluntary adopt as a useful tool in identifying the Knowledge and Skill levels and development needs of officers and members of their decision making bodies.

As demonstration of good practice, users of the framework could make a voluntary statement in the Pension Fund Annual Report that covers:

- How the framework has been applied
- What assessment of training needs has been undertaken
- What training has been delivered against the identified training needs.

As part of on-going developments of the framework CIPFA then produced a Code of Practice to put the Knowledge and Skills requirements into a more formal structure.

The Code of Practice was introduced in October 2011 with its application commencing from financial years beginning 1 April 2012. The statement follows:

The London Borough of Havering, as an Administrating Authority of the LGPS, recognises the importance of ensuring that all staff and members charged with the financial management and decisions making with regard to the pension scheme are fully equipped with the Knowledge and Skills to discharge those responsibilities.

The Council's Constitution recommends that the membership of the committee remains static for the life of the Council unless exceptional circumstances require a change, for the very reason that Members need to ensure that expertise is developed and maintained within. In recognition of the importance of member training in pension matters the Council's Constitution was amended in March 2012 to reflect that if members do not undertake required training then that member may not partake in the decision making process.

The majority of training and development is cyclical in nature, spanning the four year membership of the committee. For members, 2013/14 is their last term of office, so the majority of development has been undertaken therefore training during 2013/14 has been tailored to cover specific decisions required.

It is important that all the Members of the Committee are adequately trained and briefed to make effective decisions and those members are aware of their statutory and fiduciary responsibilities and achieve the terms of reference of this Committee which are:

- To consider and agree the investment strategy and statement of investment principles (SIP) for the pension fund and subsequently monitor and review performance
- Authorise staff to invite tenders and to award contracts to actuaries, advisers and fund managers and in respect of other related investment matters
- To appoint and review the performance of advisers and investment managers for 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.

Training and development took place during 2013/14 to ensure that Members of the Committee were fully briefed in the decisions they were taking at the time and a log of training and development is maintained and follows this statement.

CIPFA's knowledge and Skills self-assessment training questionnaire was distributed to members in January 2011. Training needs were assessed on an individual basis and took account of members' existing expertise in specific areas. The common training requirements identified from these questionnaires covered the following areas:

- Investment Strategy – more awareness of the limits placed by regulations on investments within the LGPS.
This training covered more than one session and took place throughout the investment Strategy process during 2012/13.
- Outsourcing – pension considerations in relation to outsourcing and Bulk transfers.
The Outsourcing Training took place in October 2012.
- Scheme specific legislation – more knowledge on the features covering the main features of the benefit side of the LGPS.
Training regarding the benefits side of the LGPS will take place when the new LGPS scheme is introduced from April 2014 and will fit in timely with any new members appointed to the Committee following Local Elections in June 2014.

A full listing of training and development that took place during 2013/14 follows this statement.

Members also receive briefings and advice from the Fund's Investment adviser at each committee meeting.

The Fund uses the three day training courses offered by the Local Government Employers (LGE) which is specially targeted at elected members with Pension Fund responsibilities. All new members are encouraged and given the opportunity to attend.

New member inductions, Knowledge and Skills self-assessment and training will also take place following the Local Authority elections in 2014. An induction session took place for newly elected members on the 24 June 2014 before their first Pensions Committee meeting.

The Fund is a member of the CIPFA Pensions network which gives access to an extensive programme of events, training/workshops, weekly newsletters and documentation, including briefing notes on the latest topical issues.

The Pension Fund Accountant also attends quarterly forum meetings with peers from other London Boroughs; this gives access to extensive opportunities of knowledge sharing and benchmarking data.

Training logs are maintained and attendance and coverage in the table that follows:

Pension Committee Member Training and development 2013/14:

DATE	TOPIC COVERED	ATTENDED BY
30 April 2013	PricewaterhouseCoopers delivered briefing as part of the special Pensions Committee meeting on infrastructure	Cllr Melvin Wallace Cllr Frederick Thompson (sub Cllr Bennett) Cllr Roger Ramsey Cllr Clarence Barrett (sub Cllr Ower) Cllr Pat Murray John Giles (UNISON)
12 September 2013	Hymans – fund Investment Advisor delivered pre-interview training for Multi Asset Manager appointments covering: <ul style="list-style-type: none"> • Reminder of Investment Strategy • Reminder of Mandate brief • What are Multi Assets and different types of mandates Tools of the Multi asset Manager and explained High Yield Bonds, Insurance Linked Securities and Hedge Funds	Cllr Rebecca Bennett Cllr Melvin Wallace Cllr Roger Ramsey Cllr Steven Kelly Cllr Fred Osborne
24 October 2013	Pensions Overview delivered by Pension Fund Accountant	Cllr Fred Osborne Cllr Ted Eden
02 December 2013	Pensions Overview delivered by Pension Fund Accountant	Heather Foster- Byron (employer representative)
14 January 2014	CIPFA Conference – Actuarial Conference 2014	Heather Foster-Byron (employer representative)
20 February 2014	Hymans – Fund’s actuary delivered training on the 2013 Valuation results, covered: <ul style="list-style-type: none"> • How the valuation was undertaken • Assumptions used • What happened since 2010 and 2013 valuations • Impact of 2014 scheme 	Cllr Rebecca Bennett Cllr Melvin Wallace Cllr Roger Ramsey Cllr Fred Osborne Heather Foster- Bryon (employer representative)

Key reports arising in the period

All the pension committee agenda and minutes can be found on the Council’s website at: www.haverling.gov.uk and follow the links ‘council and democracy’, ‘meetings’, ‘pensions committee’.

The Committee met a number of times during 2013/14 and the coverage and attendance at those meetings are shown in the following table:

DATE	TOPIC	ATTENDED BY
30 April 2013 (SPECIAL)	<ul style="list-style-type: none"> • Considered proposals for participation in a Collective Investment Fund • Supported the proposed consultation response to changes in legislation on auto-enrolment • Members considered the consultation and draft response on legislation covering the Local Government Pension Scheme (LGPS) 2014 • Considered options for investing in Local Infrastructure Assets and received a report from PricewaterhouseCoopers including Governance & Operational Processes. 	Cllr Melvin Wallace (chair) Cllr Frederick Thompson (sub for Cllr Bennett) Cllr Roger Ramsey Cllr Clarence Barrett (sub for Cllr Ower) Cllr Pat Murray John Giles (UNISON)
26 June 2013	<ul style="list-style-type: none"> • Noted the external 2012/13 Audit Plan, including matters relating to the fraud. • Pension Fund Performance monitoring for the quarter ending 31 March 2013, received presentations from the Property Manager, Multi Asset Absolute Return Manager and Global Equity Manager 	Cllr Rebecca Bennett (chair) Cllr Melvin Wallace (vice- chair) Cllr Steven Kelly Cllr Roger Ramsey Cllr Ron Ower John Giles (UNISON) Marilyn Clay (employer representative)
24 July 2013 (SPECIAL)	<ul style="list-style-type: none"> • Considered and approved the Governance arrangements for Investing in Local Infrastructure • Considered and agreed amendments to the Statement of investment Principles to include Local Infrastructure investments • Considered the discussion paper on proposed new Governance arrangements for the LGPS 	Cllr Rebecca Bennett (chair) Cllr Melvin Wallace (vice- chair) Cllr Steven Kelly Cllr Roger Ramsey Cllr Ron Ower Marilyn Clay (employer representative)
12 September 2013 (SPECIAL)	<ul style="list-style-type: none"> • Multi Asset Manager selection interviews – all day event 	Cllr Rebecca Bennett (chair) Cllr Melvin Wallace (vice- chair) Cllr Steven Kelly Cllr Roger Ramsey Cllr Fred Osborne
24 September 2013	<ul style="list-style-type: none"> • Noted Pension Fund Accounts for the year ending 31 March 2013 • Noted the external auditor's report (ISA260) for the Pension fund and officers response to issues raised • Business Plan/Annual Report on the Work of the Pensions Committee 2012/13 	Cllr Rebecca Bennett (chair) Cllr Melvin Wallace (vice- chair) Cllr Steven Kelly Cllr Roger Ramsey Cllr Ron Ower Cllr Denis breading (sub for Cllr Murray) Cllr Ted Eden (sub for Cllr Osborne) John Giles (UNISON)
30 October 2013	<ul style="list-style-type: none"> • Noted the views of officers on the performance of the Fund's Actuary for the period 1 April 2013 to 31 March 2013. • Noted the views of officers on the performance of the Fund's Investment Advisor for the period September 2013 to September 2013. • Noted the views of officers on the performance of the Pension Fund's Custodian for the period April 2013 to September 2013. • Considered and agreed changes as necessary to Pension Fund's Governance Compliance Statement 2013 • Noted the results of the Whistleblowing Annual review and that no breaches had been reported • Agreed Pension Fund Annual Report – Year 	Cllr Rebecca Bennett (chair) Cllr Melvin Wallace (vice- chair) Cllr Steven Kelly Cllr Roger Ramsey Cllr Ron Ower Cllr Pat Murray Cllr Fred Osborne John Giles (UNISON)

DATE	TOPIC	ATTENDED BY
	<p>ended 31 March 2013</p> <ul style="list-style-type: none"> • Verbal update on proposed Pension Fund merger and advised that an external organisation will be appointed by the DCLG to review options 	
17 December 2013	<ul style="list-style-type: none"> • Pension Fund Performance monitoring for the quarter ending 31 September 2013, received presentations from the Fund's Property Manager, the UK/Global Equities Passive manager and the Fund's Global Equity Manager. • Considered the risks and impact of ill Health insurance for the whole fund • Noted the admission of Sodexo UK and Ireland and Breyer Group PLC as transferee Admission bodies into the Fund • Noted the ministerial statement regarding Academies and pooling and agreed that there will be no changes to the current arrangements for assessing Academy employer contribution rates • Noted the new guidance setting out a reformed Fair Deal Policy • Noted the changes to the Local government Pension Scheme (miscellaneous) Regulations 2012. • Noted the brief overview of the new Local Government Pension Scheme 2014. 	<p>Cllr Rebecca Bennett (chair) Cllr Melvin Wallace (vice- chair) Cllr Steven Kelly Cllr Roger Ramsey Cllr Ron Ower Cllr Pat Murray Cllr Fred Osborne Andy Hampshire (GMB) Heather Foster-Byron (employer representative)</p>
25 March 2014	<ul style="list-style-type: none"> • Considered and agreed new Funding Strategy Statement • Considered and agreed the Business Plan/Annual report on the work of the Pensions Committee 2013/14 • Considered a report on the development of the London Collective Investment Vehicle • Pension Fund Performance monitoring for the quarter ending 31 December 2013, received presentations from the Fund's Bond Manager. 	<p>Cllr Rebecca Bennett (chair) Cllr Melvin Wallace (vice- chair) Cllr Steven Kelly Cllr Roger Ramsey Cllr Ron Ower Cllr Pat Murray Cllr Fred Osborne John Giles (UNISON) Heather Foster-Byron (employer representative)</p>

The fund adopts a Business Plan/Report on the work of the Pensions Committee which set out the work undertaken by the Committee during 2013/14 and the plan of work for the following year (2014/15). This also includes a Training and Development Plan which is linked to the Pension Fund Coverage of meetings.

Full coverage of the Pensions Committee work and training plan can be found on the Council's website: www.havering.gov.uk within 'Services' 'Council, Democracy and Elections', 'council budgets & spending' 'Pension Fund')

CONFLICT OF INTEREST

At the start of any meeting, committee members are invited to declare any financial or pecuniary interest related to specific matters on the agenda. During 2013/14 there were no conflicts of interests declared.

FUND ACCOUNT AND NET ASSETS STATEMENT

Havering Pension Fund Account for the year ended 31st March 2014

2012/13 £000		Note	2013/14 £000
Contributions and benefits			
30,222	Contributions	3	45,007
3,706	Transfers in from other pension funds	4	2,258
33,928			47,265
(31,272)	Benefits	5	(32,387)
(2,423)	Payments to and on account of leavers	6	(1,129)
(632)	Administration expenses	7	(783)
(34,327)			(34,299)
(399)	Net (withdrawals)/ additions from dealings with members		12,966
Returns on Investments			
(1,147)	Investment Management Expenses	8	(1,228)
9,518	Investment income	9	9,279
49,098	Profit and losses on disposal of investments and changes in the market value of investments	10	24,427
57,469	Net returns on investments		32,478
57,070	Net Increase in the net assets available for benefits during the year		45,444
403,505	Net assets of the Fund at start of year		460,575
460,575	Net assets of the Fund at end of year		506,019

Net Asset Statement as at 31 March			
2013 £000		Note	2014 £000
459,162	Investment Assets	11	501,812
(1,829)	Investment Liabilities	11	(1,036)
3,709	Current Assets	12	7,854
(467)	Current Liabilities	13	(2,611)
460,575	Net assets of the fund available to fund benefits at end of the year		506,019

The financial statements summarise the transactions of the Fund and the net assets of the Fund. They do not take account of obligations to pay pensions and other benefits which fall due after the financial year end. The actuarial present value of promised retirement benefits, valued on an International Accounting Standard IAS19 basis is disclosed at Note 20 of these accounts.

Notes to the Pension Fund

1. Basis of Preparation

The Financial Statements have been prepared in accordance with the Code of Practice on Local Authority Accounting 2013/14 which is based upon International Financial Reporting Standards (IFRS), as amended for the UK public sector.

2. Summary of Significant Accounting Policies

Fund Account - Income

(a) Contribution income

Normal contributions, both from the members and from the employer, are accounted for on an accruals basis at the percentage rate recommended by the fund actuary in the payroll period to which they relate. This is then broken down to show the amount allocated for the deficit funding (past service costs).

Pension strain contributions (augmentation) are accounted for in the period in which the liability arises.

(b) Transfers to and from other schemes

Transfer values represent the amounts received and paid during the year for members who have either joined or left the fund during the financial year and are calculated in accordance with the Local Government Pension Scheme Regulations (see notes 4 and 6)

Individual transfers in/out are accounted for when received/paid, which is normally when the member liability is accepted or discharged.

(c) Investment Income

i) Interest income

Interest income is recognised in the fund as it accrues.

ii) Dividend income

Dividend income is recognised on the date the shares are quoted as ex-dividend. Any amount not received by the end of the reporting period is disclosed in the net assets statement as an Investment asset.

iii) Distribution from pooled funds

Distributions from pooled funds are recognised at the date of issue.

Iv) Property- related income

Property related income consists primarily of rental income and are recognised at the date of issue.

v) Movement in the net market value of investments

Changes in the net market value of investments are recognised as income and comprise all realised and unrealised profits/losses during the year.

Fund Account – expense items

(d) Benefits payable

Pensions and lump-sum benefits payable include all amounts known to be due as at the end of the financial year. Any amounts unpaid are disclosed in the net assets statement as current liabilities.

(e) Taxation

The fund is a registered public service scheme under section 1(1) of Schedule 36 of the Finance Act 2004 and as such is exempt from UK income tax on interest received and from capital gains tax on the proceeds of investments sold. Income from overseas investments suffers withholding tax in the country of origin, unless exemption is permitted. Irrecoverable tax is accounted for as a fund expense as it arises.

(f) Administrative expenses

All administrative expenses are accounted for on an accruals basis. The majority of staff costs of the pension's administration team have been charged to the scheme. Management, accommodation and other overheads are apportioned to the fund in accordance with Council policy.

(g) Investment management expenses

All investment management expenses are accounted for on an accruals basis.

Fees of the external investment managers and custodian are agreed in the respective mandates governing their appointments. Broadly, these are based on the market value of the investments under their management and therefore increase or reduce as the value of these investments change.

The cost of obtaining investment advice from external consultants is included in investment management charges.

For officers' time spent on investment management functions; a proportion of the relevant officers' salary costs have also been charged to the Fund.

Net Assets Statement

(h) Financial assets

Financial assets are included in the net assets statement on a fair value basis as at the reporting date. A financial asset is recognised in the net assets statement on the date the fund becomes party to the contractual acquisition of the asset. From this date any gains or losses arising from changes in the fair value of assets are recognised by the fund.

The values of investments as shown in the net assets statement have been determined as follows:

(i) Market-quoted investments

The value of an investment for which there is a readily available market price is determined by the bid market price ruling on the final day of the accounting period.

(ii) Fixed interest securities

Fixed interest securities are recorded at net market value based on their current yields.

(iii) Unquoted investments

The fair value of investments for which market quotations are not readily available is determined as follows:

- Investments in private equity funds are valued on the fund's share of the net assets in the private equity fund.

(iv) Pooled investment vehicles

Pooled investment vehicles are valued at closing bid price if both the bid and offer prices are published; or if single priced, at the closing single price.

(i) Foreign currency transactions

Dividends, interest and purchases and sales of investments in foreign currencies have been accounted for at the spot market rates at the date of transaction. End of year spot market exchange rates are used to value cash balances held in foreign currency bank accounts, market values of overseas investments and purchases and sales outstanding at the end of the reporting period

(j) Derivatives

The fund uses derivative financial instruments to manage its exposure to specific risks arising from its investment activities.

Derivative contract assets are fair valued at bid prices and liabilities are fair valued at offer prices. Changes in the fair value of derivative contracts are included in the change in market value.

The future value of forward currency contracts is

based on market forward exchange rates at the year-end date and determined as the gain or loss that would arise if the outstanding contract was matched at the year-end with an equal and opposite contract.

(k) Cash and cash equivalents

Cash comprises cash in hand.

Cash equivalents are short-term, highly liquid investments that are readily convertible to known amounts of cash and that are subject to minimal risk of changes in value.

(l) Financial Liabilities

The fund recognises financial liabilities at fair value as at the reporting date. A financial liability is recognised in the net assets statement on the date the fund becomes party to the liability. From this date any gains or losses arising from changes in the fair value of the liability are recognised by the fund.

(m) Actuarial present value of promised retirement benefits

The actuarial present value of promised benefits is assessed on a triennial basis by the scheme actuary in accordance with the requirements of IAS19 and relevant actuarial standards.

(n) Additional Voluntary contributions

AVC's are not included in the accounts in accordance with section 492) (b) of the Local Government Pension Scheme (Management and Investment of Funds) Regulations 2009 (SI 2009/3093) but are disclosed as a note only (Note 3)

Stock Lending

We do not carry out stock lending directly. We are investors of a pooled fund with the passive equity manager, State Street Global Assets, who carry out stock lending as part of the funds activities. It is not possible to allocate a share of the stock lending activity to individual fund members. The lending programme is managed by State Street Securities Finance (SSSF), a division of State Street's Global Markets area. At present, lending is collateralised by non-cash collateral and marked to market on a daily basis. Revenue generated from securities is allocated 60% to the pooled fund in respect of investors and 40% to State Street, which pays all costs associated with the lending programme.

3. Contributions

	2013/14 £000	2012/13 £000
Employers		
Normal:		
Havering	11,941	11,053
Scheduled Bodies	3,672	3,519
Admitted Bodies	681	572
Deficit funding:		
Havering	*21,590	8,647
Augmentation:		
Havering	493	204
Scheduled Bodies	77	19
Admitted Bodies	20	0
Employer Total	38,474	24,014
Members		
Normal:		
Havering	5,154	4,870
Scheduled bodies	1,113	1,094
Admitted bodies	190	161
Additional contributions:		
Havering	66	66
Scheduled bodies	9	16
Admitted bodies	1	1
Members Total	6,533	6,208
	45,007	30,222

* The £21.6m deficit funding reflects additional contributions made by the authority to the Pension Fund. It consists of £11.5m one-Off contribution to fund local infrastructure, £5.9m past service contribution as a cash amount and £4.1m one-off contributions.

Additional Voluntary Contributions (AVC's)

AVC Provider	Market Value 2013/14 £000	Market Value 2012/13 £000
Prudential	717	797
Standard Life	145	162

Note: Some employees made additional voluntary contributions (AVC's) of £62,167 (£64,785 12/13) excluded from these statements. These are deducted from the payroll and forwarded to the stakeholder pension schemes provided by the Prudential and Standard Life. The amounts forwarded during 2013/14 were £48,592 (£54,571 12/13) to the Prudential and £13,575 (£10,214 12/13) to Standard Life.

4. Transfers in from other pension funds

	2013/14 £000	2012/13 £000
Individual transfers in from other schemes	2,258	3,706

5. Benefits

	2013/14 £000	2012/13 £000
Pensions		
Havering	24,975	23,675
Scheduled Bodies	664	641
Admitted Bodies	431	384
Pension Total	26,070	24,700
Commutation & Lump Sum Retirements		
Havering	5,060	4,784
Scheduled Bodies	472	339
Admitted Bodies	343	178
Commutation Total	5,875	5,301
Lump sum death benefits		
Havering	380	1,093
Scheduled Bodies	42	102
Admitted Bodies	20	76
Death Benefits Total	442	1,271
	32,387	31,272

6. Payments To and On Account of leavers

	2013/14 £000	2012/13 £000
Refunds to members leaving service	2	1
Individual transfers to other schemes	1,127	2,422
	1,129	2,423

7. Administrative Expenses

	2013/14 £000	2012/13 £000
Administration & Processing	693	566
Actuarial Fees	52	30
Audit Fees	21	21
Other Fees & Expenses	17	15
	783	632

8. Investment management expenses

	2013/14 £000	2012/13 £000
Administration, management and custody	1,132	1,063
Performance measurement services	13	12
Other Advisory Fees	83	72
	1,228	1,147

9. Investment Income

	2013/14 £000	2012/13 £000
Equity dividend	2,994	3,362
Fixed Interest securities	*3,844	**3,663
Pooled property income	1,291	1,421
Foreign Exchange Profits	950	978
Interest on Cash & Deposits	86	12
Other income	114	82
Total Income	9,279	9,518

* Income includes Index linked Interest of £464k

** Income includes Index Linked Interest of £404k

10 (a). Reconciliation of movements in investments & derivatives 2013/14

	Market Value at 31st March 2013 £000	Purchases during the year and derivative payments £000	Sales during the year and derivative receipts £000	Change in Market Value during the year £000	Cash & Other Movements £000	Market Value at 31st March 2014 £000
Equities	107,401	29,913	(122,847)	10,253	0	24,720
Fixed interest Securities	65,506	58,535	(54,397)	(1,562)	0	68,082
Index-linked Securities	53,541	160,203	(157,261)	(2,839)	0	53,644
Pooled Investment Vehicles	222,996	169,946	(5,005)	18,083	(58,500)	347,520
Derivatives	(387)	238,342	(238,342)	496	0	109
Cash instruments	1,055	10,052	(11,107)	0	0	0
Cash deposits (fund managers)	5,719	0	0	0	232	5,951
	455,831	666,991	(588,959)	24,431	(58,268)	500,026
Other Investment Balances	1,502			(4)	(748)	750
	457,333	666,991	(588,959)	24,427	(59,016)	500,776

10 (b). Reconciliation of movements in investments & derivatives 2012/13

	Market Value at 31st March 2012	Purchases during the year and derivative payments	Sales during the year and derivative receipts	Change in Market Value during the year	Cash & Other Movements	Market Value at 31st March 2013
	£000	£000	£000	£000	£000	£000
Equities	104,209	92,538	(69,656)	11,644	(31,334)	107,401
Fixed interest Securities	70,854	75,981	(85,351)	5,491	(1,469)	65,506
Index-linked Securities	46,660	173,141	(172,307)	4,578	1,469	53,541
Pooled Investment Vehicles	175,456	7,787	(922)	28,284	12,391	222,996
Derivatives	516	217,108	(217,108)	(903)	-	(387)
Cash instruments	673	9,452	(9,070)	-	-	1,055
Cash deposits (fund managers)	3,231	-	-	-	2,488	5,719
	401,599	576,007	(554,414)	49,094	(16,455)	455,831
Other Investment Balances	720	-	-	4	778	1,502
	402,319	576,007	(554,414)	49,098	(15,677)	457,333

The change in market value of investments during the year comprises all increases and decreases in the market value of investments held at any time during the year, including profits and losses realised on sales of investments during the year.

The cash and other movements include assets that were transferred between fund managers as part of the investment restructuring.

Transaction costs are included in the cost of purchases and sale proceeds. Transaction costs include costs charged directly to the scheme such as fees, commissions, stamp duty and other fees. Transaction costs incurred during the year amounted to £382k, including transition costs (2012/13 £318k). In addition to the transaction costs disclosed above, indirect costs are incurred through the bid-offer spread on investments within pooled investment vehicles. The amount of indirect costs is not separately provided to the scheme.

11. Analysis of investments

	2013/14 £000	2012/13 £000
Investment Assets		
Equities		
UK Quoted	6,707	89,525
Overseas quoted	18,013	17,876
	24,720	107,401
Fixed Interest Securities		
UK Public sector	12,535	7,512
UK Private (corporate)	55,547	56,197
Overseas Public sector	0	1,797
	68,082	65,506
Index-Linked Securities		
UK Public sector	41,558	40,681
UK Private (corporate)	642	660
Overseas Public sector	11,444	12,200
	53,644	53,541
Derivative Contracts		
Forward FX Contracts	183	130
	183	130
Pooled Investment Vehicles		
UK Managed Funds		
UK Quoted	322,366	199,566
UK Unquoted	16	20
Overseas	696	620
Property	1,554	1,248
UK Unit Trust		
UK Property	22,888	21,542
	347,520	222,996
Cash Instruments		
UK	0	1,055
	0	1,055
Cash Deposits		
Managers	5,951	5,719
	5,951	5,719
Outstanding Sales	344	816
Investment Income	1,178	1,160
Outstanding dividend and recoverable withholding tax	190	836
Investment Income due	-	2
	1,712	2,814
Total Investment Assets	501,812	459,162

11. Analysis of investments (Cont'd)

	2013/14 £000	2012/13 £000
Investment Liabilities		
Derivative Contracts		
Forward FX Contracts	(74)	(517)
Outstanding purchases	(960)	(1,312)
Investment Income Due	(2)	-
Total Investment Liabilities	(1,036)	(1,829)
Total Net Investments	500,776	457,333

12. Current Assets

	2013/14 £000	2012/13 £000
Pension Grants	8	9
Contributions due from Employers	184	168
Contributions due from members	71	58
Cash deposit with LB Havering	7,591	3,474
Current Assets	7,854	3,709

Analysis of Debtors	2013/14 £000	2012/13 £000
NHS bodies	8	9
Public corporation and trading funds	184	168
Other entities and individuals	71	58
Total Debtors	263	235

13. Current Liabilities

	2013/14 £000	2012/13 £000
Unpaid Benefits	(439)	(166)
Accrued Expenses	(241)	(301)
Bank Account Balance	(1,931)	-
Current Liabilities	(2,611)	(467)

Analysis of Creditors	2013/14 £000	2012/13 £000
Other entities and individuals	(680)	(467)
Total	(680)	(467)

Analysis of derivatives

Objectives and policies for holding derivatives

Most of the holdings in derivatives are to hedge liabilities or hedge exposure to reduce risk in the fund. The use of derivatives is managed in line with the investment management agreement agreed between the fund and various investment managers.

Forward foreign currency

The fund currently has exposure to forward currency contracts and the purpose of this is to reduce the fund's exposure to fluctuations in exchange rates. The fund managers who use forward currency contracts are Royal London and Ruffer. A breakdown of forward contracts held by the fund as at 31 March 2014 is given below.

Open forward currency contracts

Settlement	Currency Bought	Local Value 000	Currency sold	Local Value 000	Asset Value (Unrealised Gain) £000	Liability Value (Unrealised loss) £000
Up to one month	JPY	205,990	GBP	1,203		(3)
Up to one month	JPY	313,610	GBP	1,862		(35)
Up to one month	JPY	320,571	GBP	1,878		(11)
Up to one month	JPY	176,706	GBP	1,044		(14)
Up to one month	GBP	9,964	JPY	1,692,940	102	
Up to two months	GBP	3,411	USD	5,607	47	
Up to three months	GBP	1,390	EUR	1,666	12	
Up to three months	EUR	1,325	GBP	1,107		(11)
Up to three months	GBP	1,121	EUR	1,340	13	
Up to three months	GBP	399	USD	659	3	
Up to three months	GBP	1,782	USD	2,959	6	
Gross Open forward currency contracts at 31 March 2014					183	(74)
Net Forward currency contracts at 31 March 2014					109	
Prior year comparative						
Gross Open forward currency contracts at 31 March 2013					130	(517)
Net Forward currency contracts at 31 March 2013						(387)

The following investments represent more than 5% of the net assets of the fund

Market Value 31 March 2013 £000	% of total fund	Security	Market Value 31 March 2014 £000	% of total fund
0	0	Barings Dynamic Asset Allocation Fund	97,978	19.36
76,297	16.6	Baillie Gifford Global Alpha Pension Fund	85,594	16.92
0	0	Baillie Gifford Diversified Growth Fund	71,029	14.04
109,991	23.9	MPF All World Equity index	46,664	9.22

14. Financial instruments

(a) Classification of financial instruments

Accounting policies describe how different asset classes of financial instruments are measured, and how income and expenses, including fair value gains and losses, are recognised. The following table analyses the carrying amounts of financial assets and liabilities (excluding cash) by category and net assets statement heading. No financial assets were reclassified during the accounting period.

31 March 2013			31 March 2014		
Designated as fair value through fund account	Loans and receivables	Financial liabilities at amortised cost	Designated as fair value through fund account	Loans and receivables	Financial liabilities at amortised cost
£000	£000	£000	£000	£000	£000
			Financial Assets		
107,401	-	-	Equities	24,720	-
65,506	-	-	Fixed Interest Securities	68,082	-
53,541	-	-	Index linked securities	53,644	-
92	-	-	Derivative contracts	183	-
201,454	-	-	Pooled investment Vehicles	347,520	-
21,542	-	-	Property	-	-
-	6,774	-	Cash	-	5,951
-	-	-	Other investment balances	-	-
-	6,523	-	Debtors	-	9,566
449,536	13,297	-	Financial Assets Total	494,149	15,517
			Financial Liabilities		
(479)	-	-	Derivative contracts	(74)	-
-	-	-	Other investment balances	-	-
-	-	(1,779)	Creditors	-	(3,573)
(479)	-	(1,779)	Financial Liabilities Total	(74)	(3,573)
449,057	13,297	(1,779)	Grand total	494,075	(3,573)

(b) Net gains and losses on financial instruments

	2013/14	2012/13
	£000	£000
Financial assets		
Fair value through fund account	24,427	49,098
Loans & receivables	-	-
Financial liabilities measured at amortised cost	-	-
Financial liabilities		
Fair value through fund account	-	-
Loans & receivables	-	-
Financial liabilities measured at amortised cost	-	-
Total	24,427	49,098

c) Fair Value of financial instruments carried out at fair value

The following table summarises the carrying values of the financial assets and financial liabilities by class of instrument compared with their fair values

2012/13			2013/14	
Carrying Value	Fair Value		Carrying Value	Fair Value
£000	£000		£000	£000
449,536	449,536	Financial assets Fair value through fund account	494,149	494,149
13,297	13,297	Loans & receivables	15,517	15,517
462,833	462,833	Total financial assets	509,666	509,666
(479)	(479)	Financial liabilities Fair value through fund account	(74)	(74)
(1,779)	(1,779)	Financial liabilities at amortised cost	(3,573)	(3,573)
(2,258)	(2,258)	Total financial liabilities	(3,647)	(3,647)

The council has not entered into any financial guarantees that are required to be accounted for as financial instruments

(d) Valuations of financial instruments carried out at fair value

The valuation of financial instruments has been classified into three levels, according to the quality and reliability of information used to determine fair values.

Level 1

Financial instruments at Level 1 are those where the fair values are derived from unadjusted quoted prices in active markets for identical assets or liabilities. Products classified as level 1 comprise quoted equities, quoted fixed securities, quoted index linked securities and unit trusts.

Listed investments are shown at bid prices. The bid value of the investment is based on the bid market quotation of the relevant stock exchange.

Level 2

Financial instruments at Level 2 are those where quoted market prices are not available; for example, where an instrument is traded in a market that is not considered to be active, or where valuation techniques are used to determine fair value and where these techniques use inputs that are based significantly on observable market data.

Level 3

Financial instruments at Level 3 are those where at least one input that could have a significant effect on the instrument's valuation is not based on observable market data.

Such instruments would include unquoted equity investments and hedge fund of funds, which are valued using various valuation techniques that require significant judgement in determining appropriate assumptions.

The following tables provides an analysis of the financial assets and liabilities of the pension fund grouped into Levels 1 to 3, based on the level at which fair value is observable.

Values at 31 March 2014	Quoted Market price	Using observable inputs	With significant unobservable inputs	Total £000
	Level 1 £000	Level 2 £000	Level 3 £000	
Financial Assets				
Financial assets at fair value through profit and loss	471,245	16	22,888	494,149
Loans and receivables	15,517	-	-	15,157
Total financial Assets	486,762	16	22,888	509,666
Financial Liabilities				
Financial liabilities at fair value through profit and loss	(74)	-	-	(74)
Financial liabilities at amortised cost	(3,573)	-	-	(3,573)
Total Financial Liabilities	(3,647)	-	-	(3,647)
Net Financial Assets	483,115	16	22,888	506,019

Values at 31 March 2013	Quoted Market price	Using observable inputs	With significant unobservable inputs	Total £000
	Level 1 £000	Level 2 £000	Level 3 £000	
Financial Assets				
Financial assets at fair value through fund account	436,152	26	21,542	457,720
Loans and receivables	3,709	-	-	3,709
Total financial Assets	439,861	26	21,542	461,429
Financial Liabilities				
Financial liabilities at fair value through fund account	(387)	-	-	(387)
Financial liabilities at amortised cost	(467)	-	-	(467)
Total Financial Liabilities	(854)	-	-	(854)
Net Financial Assets	439,007	26	21,542	460,575

Please note that the above table for the year ending 31 March 2013 does not show the correct allocation of assets under level 1 for cash and investment accruals. This does not impact the bottom line in the table.

15. Nature and extent of risks arising from financial instruments

Risk and Risk Management

The Fund's primary long-term risk is that the fund's assets will fall short of its liabilities (i.e. promised benefits payable to members). Therefore the aim of investment risk management is to minimise the risk of an overall reduction in the value of the fund and to maximise the opportunity for gains across the whole fund portfolio. The

fund achieves this through asset diversification to reduce exposure to market risk (price risk, currency risk and interest rate risk) and credit risk to an acceptable level. In addition, the fund manages its liquidity risk to ensure there is sufficient liquidity to meet the fund's forecast cash flows. The council manages these investment risks as part of its overall pension fund risk management programme.

(a) Market risk

Market risk is the risk of loss from fluctuations in equity and commodity prices, interest and foreign exchange rates and credit spreads. The fund is exposed to market risk from its investment activities, particularly through its equity holdings. The level of risk exposure depends on market conditions, expectations of future price and yield movements and the asset mix.

The objective is to identify, manage and control market risk exposure within acceptable parameters, whilst optimising the return on risk.

In general, excessive volatility in market risk is managed through the diversification of the portfolio in terms of geographical and industry sectors and individual securities. To mitigate market risk, the administering authority and its investment advisors undertake appropriate monitoring of market conditions and benchmark analysis.

Other price risk

Other price risk represents the risk that the value of a financial instrument will fluctuate as a result of changes in market prices (other than those arising from interest rate risk or foreign exchange risk), whether those changes are caused by factors specific to the individual instrument or its issuer or factors affecting all such instruments in the market.

The fund is exposed to share and derivative price risk. This arises from investments held for the fund for which the future price is uncertain. All securities investments present a risk of loss of capital. Except for shares sold short, the maximum risk resulting from financial instruments is determined by the fair value of the financial instruments. Possible losses from shares sold short are unlimited.

The fund's investment managers mitigate this price risk through diversification and the selection of securities and other financial instruments is monitored by the administering authority to ensure it is within limits specified in the investment strategy.

Other Price Risk – sensitivity analysis

Following analysis of historical data and expected investment return movements during the financial year, in consultation with the fund's performance monitoring service, it has been determined that the following movements in market price risk are reasonably possible for the 2013/14 reporting period:

Asset Type	31 March 2014 Potential market movements (+/-)	31 March 2013 Potential market movements (+/-)
UK Equities	8.91%	18.30%
Global Pooled inc UK	11.31%	13.30%
Fixed Interest Bonds	6.74%	6.10%
Index Linked bonds	10.49%	9.90%
Property	4.17%	3.80%
Cash	0.02%	0.00%

The potential price changes disclosed above are broadly consistent with a one-standard deviation movement in the value of assets.

If the market price of the fund investments had increased/decreased in line with the above, the change in the net assets available to pay benefits would have been as follows (the prior year comparator is shown below):

Asset Type	Value as at 31 March 2014 £000	Change %	Value on Increase £000	Value on Decrease £000
UK Equities	6,707	8.91	7,305	6,109
Global Pooled inc.UK	342,645	11.31	381,398	303,892
Fixed Interest Bonds	68,082	6.74	72,671	63,493
Index linked bonds	53,644	10.49	59,271	48,017
Property	22,888	4.17	23,842	21,934
Cash	5,951	0.02	5,952	5,950
Total	499,917		550,439	449,395

Asset Type	Value as at 31 March 2013 £000	Change %	Value on Increase £000	Value on Decrease £000
UK Equities	89,525	18.30	105,908	73,142
Global Pooled inc.UK	219,330	13.30	248,501	190,159
Fixed Interest Bonds	65,506	6.10	69,502	61,510
Index linked bonds	53,541	9.90	58,842	48,240
Property	21,542	3.80	22,361	20,723
Cash	6,774	0.00	6,774	6,774
Total	456,218		511,888	400,548

Currency Risk

Currency risk represents the risk that fair value of future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The fund is exposed to currency risk on financial instruments that are denominated in any currency other than the functional currency of the fund, i.e. £sterling.

The table below summarises the fund's currency exposure by asset type as at 31 March 2014 and 31 March 2013.

Currency Exposure by asset Type	Value as at 31 March 2014	Value as at 31 March 2013
	£000	£000
Overseas Equities	18,013	17,876
Overseas Pooled	2,971	3,819
Overseas Fixed Interest bonds	-	1,797
Overseas Index Linked bonds	11,444	12,200
Overseas Cash	113	13
Total overseas assets	32,541	35,705

Currency risk – sensitivity analysis

Following analysis of historical data in consultation with the fund's performance measurement service it has been determined that a likely volatility associated with foreign exchange rate movements is 6.9% over a rolling 36 month period.

This analysis assumes that all other variables, in particular interest rates, remain constant.

A 6.9% strengthening/weakening of the pound against the various currencies in which the fund holds investments would increase/decrease the net assets available to pay benefits as follows:

Currency exposure - asset Type	Value as at 31 March 2014	Change to net assets available to pay benefits	
		+7.36%	-7.36%
	£000	£000	£000
Overseas Equities	18,013	19,339	16,687
Overseas Pooled	2,971	3,190	2,752
Overseas Fixed Interest Bonds	-	-	-
Overseas Index Linked Bonds	11,444	12,286	10,602
Overseas Cash	113	121	105
Total	32,541	34,936	30,146

Currency exposure - Asset Type	Value as at 31 March 2013	Change to net assets available to pay benefits	
		+6.9%	-6.9%
	£000	£000	£000
Overseas Equities	17,876	19,109	16,643
Overseas Pooled	3,819	4,083	3,555
Overseas Fixed Interest Bonds	12,200	13,042	11,358
Overseas Index Linked Bonds	1,797	1,921	1,673
Overseas Cash	13	14	12
Total	35,705	38,169	33,241

Interest Rate Risk

The fund invests in financial assets for the primary purpose of obtaining a return on investments. These investments are subject to interest rate risks, which represent the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

The fund's direct exposure to interest rate movements as at 31 March 2014 and 31 March 2013 is set out in the following table. These disclosures present interest rate risk based on the underlying financial assets at fair value.

Asset Type	As at 31 March 2014	As at 31 March 2013
	£000	£000
Bond securities	121,726	119,047
Cash and cash equivalent	5,951	5,719
Cash Balances	-	1,055
Total	127,677	125,821

Interest rate risk sensitivity analysis

The pension fund recognises that interest rates can vary and can affect both income to the fund and the value of the net assets available to pay benefits.

The analysis that follows assumes all other variables, in particular exchange rates, remain constant, and shows the effect in the year on the net assets available to pay benefits of a +/- 100 BPS (1%) change in interest rates

Asset Type	Value as	Change in year in
------------	----------	-------------------

	at 31 March 2014	the net assets available to pay benefits	
		+100BPS	-100BPS
	£000	£000	£000
Bond Securities	121,726	1,217	(1,217)
Cash and cash equivalent	5,951	60	(60)
Cash Balance	-	-	-
Total Change in asset value	127,677	1,277	(1,277)

(b) Credit Risk

Credit risk represents the risk that the counterparty to a transaction or a financial instrument will fail to discharge an obligation and cause the fund to incur a financial loss. The market values generally reflect an assessment of credit in their pricing and consequently the risk of loss is implicitly provided for in the carrying value of the fund's assets and liabilities.

In essence the fund's entire investment portfolio is exposed to some form of credit risk. However the selection of high quality counterparties, brokers and financial institutions minimises credit risk that may occur through the failure to settle a transaction in a timely manner.

Cash not needed to settle immediate financial obligations are invested by the authority in accordance with the Treasury Investment Strategy. The Treasury Investment Strategy sets out the criteria for investing and selecting investment counterparties and details the approach to managing risk.

(c) Liquidity Risk

Liquidity risk represents the risk that the fund will not be able to meet its financial obligations as they fall due. The administering authority therefore takes steps to ensure that the pension fund has adequate cash resources to meet its commitments. The Pension Fund has immediate access to its cash holdings that are invested by the authority and periodic cash flow forecasts are prepared to manage the timing of the fund's cash flows. The appropriate strategic level of cash balances to be held forms part of the fund's cash management policy and in line with the fund's investment strategy holds assets that are considered readily realised.

16. Related Party Transactions

The Fund is required to disclose material transactions with bodies or individuals that have the potential to control or influence the Council, or to be controlled or influenced by the Council.

The Havering Pension Fund is administered by Havering Council and consequently there is a strong relationship between the council and the pension fund. In 2013/14, £0.693m was paid to the Council for the cost of administering the Fund (£0.566m in 2012/13).

The Council is also the largest employer in the Fund and in 2013/14 contributed £33.500m (£19.700m in 2012/13) to the Pension Fund in respect of employer's contributions.

Several employees of Havering Council hold key positions in the financial management of the Fund. As at 31 March 2014 these included the Group Director of Communities and Resources, Head of Finance and Procurement, Corporate Finance Manager and the Pension Fund Accountant. All these managers are members of the Pension Fund. In 2013/14 the Pension Fund contributed £0.143m for the cost of the financial management of the Fund (£0.143k 2012/13).

Part of the pension fund internal cash holdings are invested on the money markets by the treasury management operations of Havering Council, through a service level agreement. As at 31 March 2014 cash holdings totalled £5.7m.

Governance

Responsibility for management of the Pension Fund has been delegated to the Pensions Committee and the day to day operations of the fund have been delegated to the Group Director of Communities and Resources.

No members of the Pension Fund committee are in receipt of pension benefits from the Havering Pension Fund.

Each member of the Pension Fund Committee is required to declare their interests at each meeting.

During the year no Member or Council officer with direct responsibility for pension fund issues has undertaken any declarable material transactions with the Pension Fund.

The members of the Pensions Committee do not receive fees in relation to their specific responsibilities as members of the Pensions Committee.

17. Contingent Liabilities and Contractual Commitments

Outstanding capital commitments (investments) as at 31 March 2014 totalled £186k (2012/13 £186k). This commitment relates to outstanding commitment due on an unquoted private equity fund.

18. Contingent Assets

Five admitted bodies in the Havering pension fund hold insurance bonds to guard against the possibility of being unable to meet their pension obligations. These bonds total £5.1m and are drawn down in favour of the pension fund and payment will only be triggered in the event of employer default.

Two new admitted bodies, which are subject to pending legal agreements, will hold bonds or guarantees totalling £1.5m

19. Impairment losses

There were no material impairment losses for bad and doubtful debts as at 31 March 2013/14.

20. Post Balance Sheet Events

Due to unforeseen circumstances the mandate with Barings was terminated on the 29 August 2014. The closing value of the mandate was £100,643m. This will be temporarily invested in the State Street Global Assets Sterling Liquidity Fund pending a search for a replacement Fund Manager.

21. Actuarial Present value of promised retirement benefits

In addition to the triennial funding valuation, the fund's actuary also undertakes a valuation of the pension fund liabilities, on an IAS 19 basis, every year using the same base data as the funding valuation rolled forward to the current financial year, taking account of changes in membership numbers and updating assumptions to the current year.

In order to assess the value of the benefits on this basis, the actuary has updated the actuarial assumptions (set out below) from those used for funding purposes (see Note 21). The actuary has also valued ill health and death benefits in line with IAS 19.

The actuarial present value of promised retirement benefits at 31 March 2014 was £898m (31 March 2013 £895m). The fund accounts do not take account of liabilities to pay pensions and other benefits in the future.

The liabilities above are calculated on an IAS 19 basis and therefore differ from the results of the 2010 triennial funding valuation (see Note 21) because IAS 19

stipulates a discount rate rather than a rate which reflects market rates.

Assumptions used for the IAS 19 valuation are as follows:

	31 March 2014	31 March 2013
	% p.a.	% p.a.
Inflation/Pensions Increase Rate	2.6	2.8
Salary Increase Rate	3.4	4.6*
Discount Rate	4.10	4.5

* Salary increases are assumed to be 1% until 31 March 2015 reverting to long term assumption shown thereafter.

22. Actuarial Valuation

London Borough of Havering ("the Fund") Actuarial Statement for 2013/14

This statement has been prepared in accordance with Regulation 34(1) (d) of the Local Government Pension Scheme (Administration) Regulations 2008, and Chapter 6 of the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the UK 2013/14.

Description of Funding Policy

The funding policy is set out in the London Borough of Havering Funding Strategy Statement (FSS), dated February 2014. In summary, the key funding principles are as follows:

- to ensure the long-term solvency of the Fund, using a prudent long term view. This will ensure that sufficient funds are available to meet all members'/dependents' benefits as they fall due for payment;
- to ensure that employer contribution rates are reasonably stable where appropriate;
- to minimise the long-term cash contributions which employers need to pay the Fund, by recognising the link between assets and liabilities and adopting an investment strategy which balances risk and return (NB this will also minimise costs to be borne by Council Tax payers);
- to reflect the different characteristics of employing bodies in determining contribution rates. This involves the Fund having a clear and transparent funding strategy to demonstrate how each employer can best meet its own liabilities over future years; and
- to use reasonable measures to reduce the risk to other employers and ultimately to the Council Tax payer from an employer defaulting on its pension obligations.

The FSS sets out how the Administering Authority seeks to balance the conflicting aims of securing the solvency of the Fund and keeping employer contributions stable.

For employers whose covenant was considered by the Administering Authority to be sufficiently strong, contributions have been stabilised below the theoretical rate required to return their portion of the Fund to full funding over 20 years if the valuation assumptions are borne out. Asset-liability modelling has been carried out which demonstrate that if these contribution rates are paid and future contribution changes are constrained as set out in the FSS, there is still a better than 60% chance that the Fund will return to full funding over 24 years

Funding Position as at the last formal funding valuation

The most recent actuarial valuation carried out under Regulation 36 of the Local Government Pension Scheme (Administration) Regulations 2008 was as at 31 March 2013. This valuation revealed that the Fund's assets, which at 31 March 2013 were valued at £461 million, were sufficient to meet 61% of the liabilities (i.e. the present value of promised retirement benefits) accrued up to that date. The resulting deficit at the 2013 valuation was £292 million.

Individual employers' contributions for the period 1 April 2014 to 31 March 2017 were set in accordance with the Fund's funding policy as set out in its FSS.

Principal Actuarial Assumptions and Method used to value the liabilities

Full details of the methods and assumptions used are described in the valuation report dated 30 March 2014.

Method

The liabilities were assessed using an accrued benefits method which takes into account pensionable membership up to the valuation date, and makes an allowance for expected future salary growth to retirement or expected earlier date of leaving pensionable membership.

Assumptions

A market-related approach was taken to valuing the liabilities, for consistency with the valuation of the Fund assets at their market value.

The key financial assumptions adopted for the 2013 valuation were as follows:

Assumptions	31 March 2013	
	Nominal	Real
Discount Rate for Period	4.8%	2.3%

Pay increases *	3.3%	0.8%
Price inflation/Pension increases	2.5%	-

The key demographic assumption was the allowance made for longevity. The life expectancy assumptions are based on the Fund's VitaCurves with improvements in line with CMI 2010 model, assuming the current rate of improvements has peaked and will converge to a long term rate of 1.25% p.a. Based on these assumptions, the average future life expectancies at age 65 are as follows:

	Males	Females
Current Pensioners	22.1 years	24.1 years
Future Pensioners *	24.2 years	26.7 years

* Currently aged 45

Copies of the 2013 valuation report and Funding Strategy Statement are available on request from London borough of Havering, administrating authority to the fund.

Experience over the period since April 2013

Experience has been better than expected since the last valuation (excluding the effect of any membership movements). Real bonds yields have risen and asset returns have been better than expected meaning that funding levels are likely to have improved since the 2013 valuation

The next valuation will be carried out as at 31 March 2016. The Funding Strategy Statement will also be reviewed at that time.

Employers' contribution rates for the Council, in line with the actuary's recommendation are as shown below:

	Future Service	Past Service	Total Pensionable Pay
	%	%	%
April 14 to March 15	15.6	6.4	22.0
April 15 to March 16	15.6	6.4	22.0
April 16 to March 17	15.6	6.4	22.0

The employer contributions for the other employers in the fund range from 16.7% to 28.7% of pensionable pay.

23. Critical Judgements in applying accounting Policies

Pension Fund liability

The pension fund liability is calculated every three years by the appointed actuary, with annual updates provided to

the majority of admitted and scheduled bodies in the fund in the intervening years. The methodology used in the annual updates is in line with accepted guidelines and in accordance with IAS 19. Assumptions underpinning the valuations are agreed with the actuary and are summarised in Note 21. This estimate is subject to significant variances based on changes to the underlying assumptions.

24. Assumptions made about the future and other major sources of estimation uncertainty

The Statement of Accounts contains estimated figures that are based on assumptions made by the administrative body about the future or that are otherwise uncertain. Estimates are made taking into account historical experience, current trends and other relevant factors. However, because balances cannot be determined with certainty, actual results could be materially different from the assumptions and estimates.

The items in the net asset statement at 31 March 2014 for which there is significant risk of material adjustment in the forthcoming financial year are as follows:

Item	Uncertainties	Effect if Actual Results differ from assumptions
Actuarial present value of promised retirement benefits	Estimation of the net liability to pay pensions depends on a number of complex judgements relating to the discount rate used, the rate at which salaries are projected to increase, changes in retirement ages, mortality rates and expected returns on pension fund assets. A firm of consulting actuaries is engaged to provide the fund with expert advice about the assumptions to be applied	<p>The effects on the present value of promised retirement benefits of changes in actuarial assumptions can be significant. Changes in assumptions could have the approximate following impacts on the Fund's employer liability as follows:</p> <ul style="list-style-type: none"> • 0.5% decrease in the Real Discount rate could result in an increase of 9%. • 1 year increase in member life expectancy could result in an increase of 3%. • 0.5% increase in salary increase rate could result in an increase of 2% • 0.5% increase in the pension Increase Rate could result in an increase of 6%

Statement of Responsibilities

The Council's responsibilities

The Council is required to:

- Make arrangements for the proper administration of its financial affairs and to ensure that one of its officers has the responsibility for the administration of those affairs. In this Council, that officer is the Group Director of Communities and Resources.
- Manage its affairs to secure economic efficient and effective use of resources and safeguard its assets.
- Approve the Pension Fund Statement of Accounts.

Councillor John Crowder
Chairman, Pensions Committee
Date:

The Group Director of Communities and Resources responsibilities

The Group Director of Communities and Resources is responsible for the preparation of the Council's Statement of Accounts in accordance with proper accounting practices as set out in the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom ("the code of practice").

In preparing this Pension Fund Statement of Accounts, the Group Director of Communities and Resources has:

- Selected suitable accounting policies and then applied them consistently.
- Made judgements and estimates that were reasonable and prudent.
- Complied with the code of practice.

The Group Director of Communities and Resources has also:

- Kept proper accounting records which were up to date.
- Taken reasonable steps for the prevention and detection of fraud and other irregularities.

I certify that the Pension Fund Statement of Accounts presents the true and fair financial position and transactions of the Authority at 31 March 2014 and its income and expenditure for the year ended 31 March 2014.

Andrew Blake-Herbert
Group Director of Communities and Resources
Date:

Independent auditors' statement to the Members of the London Borough of Havering (the "Authority") on the Pension Fund financial statements

Statement on the financial statements

Our opinion

In our opinion the financial statements, defined below:

- are consistent with the pension fund accounts included within the Statement of Accounts of the London Borough of Havering for the year ended 31 March 2014; and
- have been properly prepared in accordance with the requirements of the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2013/14.

This opinion is to be read in the context of what we say in the remainder of this report.

What we have examined

The pension fund financial statements, which are prepared by the London Borough of Havering, comprise:

- the Net Assets Statement as at 31 March 2014;
- the Fund Account for the year then ended; and
- the notes to the financial statements, which include a summary of significant accounting policies and other explanatory information.

The financial reporting framework that has been applied in their preparation is the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2013/14.

Responsibilities for the financial statements and our examination

Our responsibilities and those of the Group Director of Communities and Resources

As explained more fully in the Statement of Responsibilities set out on page 7 of the audited Statement of Accounts the Group Director of Communities and Resources is responsible for the preparation of the financial statements in accordance with applicable law and the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2013/14.

Our responsibility is to express an opinion on the consistency of the financial statements within the pension fund annual report with the pension fund accounts in the Statement of Accounts of the London Borough of Havering. Our report on the pension fund accounts describes the basis of our opinion on those pension fund accounts.

We also read the other information contained in the pension fund annual report and consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the financial statements. The other information consists only of the Trustee Report, the Management and Financial Performance Report, the Investment Policy and Performance Report, the Scheme Administration Report, the Actuarial Report, the Governance Compliance Statement, the Fund Account and Net Assets Statement, the Benchmarking Report, the Funding Strategy Statement, the Statement of Investment Principles and the Communication Policy Statement.

This report, including the opinions, has been prepared for and only for the Authority's members as a body in accordance with Part II of the Audit Commission Act 1998 and for no other purpose, as set out in paragraph 48 of the Statement of Responsibilities of Auditors and of Audited Bodies – Local Government, published by the Audit Commission in March 2010. We do not, in giving these opinions, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

Other matter

We have not considered the effects of any events between the date on which we signed our report on the Statement of Accounts, 30 September 2014, and the date of this statement.

Julian Rickett (Senior Statutory Auditor)
for and on behalf of PricewaterhouseCoopers LLP
Chartered Accountants and Statutory Auditors
Norwich

The maintenance and integrity of the London Borough of Havering website is the responsibility of the directors; the work carried out by the auditors does not involve consideration of these matters and, accordingly, the auditors accept no responsibility for any changes that may have occurred to the Statement of Accounts since they were initially presented on the website.

Legislation in the United Kingdom governing the preparation and dissemination of the Statement of Accounts may differ from legislation in other jurisdictions.

Benchmarking Report

Under regulation 34(1) (g) and in accordance with 65 (2) (b) of the 2008 Administration Regulations, an administrative authority has the option to include an annual report dealing with the funds position with regard to benchmarking administration performance. In line with regulations and after consideration, the Administrative Authority has not adopted a Pension Administration Strategy. This option continues to be reviewed.

Although the Administrative Authority has not adopted an Administration strategy it has documents that cover the information on the pension scheme, forms and contribution schedules. Arrangements are made to meet all new scheme employers where their responsibilities are set out, service standards are outlined and electronic copies of all information, forms and schedules are provided. Employing Authorities must ensure proper records of staff are kept so that the right contributions are paid and staff receive the benefit to which they are entitled when they leave employment.

The Administration team do complete the annual CIPFA benchmarking, the results of which can be found in the Scheme Administration Report.

The Administrative Authority does report the benchmarks to its investment and these can be found in the Investment Policy and Performance report.

Funding Strategy Statement

The Administering Authority produces a Funding Strategy Statement (FSS) which incorporates the aims and purposes of the fund and establishes a strategy which identifies the pension fund liabilities and how these are will be met over the long term. It also encompasses the overall investment strategy. The FSS was reviewed as part of the 2010 valuation process, updated in March 2011 and was reviewed as part of the 2013 valuation process.

The review of the FSS has been prepared and produced in line with the revised and updated guidance issued by the Chartered Institute of Public Finance & Accounting (CIPFA) in 2012. This document has been not attached to this report as it applies from 1 April 2014. However, the revised FSS published March 2014 is available on the Council's website at www.havering.gov.uk. (Within 'Services' 'Council and Democracy', 'Council budgets & spending' 'Pension Fund')

The Council undertakes regular reviews of the above statement and will consider any comments you may have for future reviews. Please forward comments to the contact point designated at the back of the report.

Funding Strategy Statement – The fund publishes a Funding Strategy Statement (FSS) in accordance with Regulation 76A of the LGPS Regulations 1997. This is produced in conjunction with the Fund's actuary. A copy of the FSS as it stood at the beginning of the reporting period can also be found in the appendices attached to this report.

Statement of Investment Principles

The Local Government Pension Scheme regulations require the administering authority to prepare and publish a Statement of Investment Principles (SIP). This Statement sets out the Council's policy on a range of matters relating to the investments and management of the Pension Fund and is regularly reviewed and updated.

The statement of Investment principles must cover the Fund's policy as follows:

- The types of investments held
- The balance between different types of investments
- Risk
- The expected return on investments
- The extent to which social, ethical or environmental considerations effect investments.

A report commissioned by the Government, 'The Myners Report', recommended ten principles of best practice in managing Pension Fund investments. The Council's SIP outlines the Pension Fund's compliance with these principles.

Statutory Instrument 2002 No.1852 requires that London Borough of Havering, administering authority of the Havering Pension Fund, publish details of the extent to which the fund complies with the ten principles identified as indicators of best practice in the Myners' Review of Institutional Investment.

In 2007 HM Treasury sponsored the NAPF to conduct a review of progress made throughout the pensions industry since the introduction of the Myners principles in 2001. The resultant report 'Institutional Investment in the UK: Six years on' was followed by a wide consultation exercise culminating in the original ten principles being replaced by six new principles.

The new principles were launched in October 2008 and HM Treasury and the Department for Work and Pensions jointly commissioned by the Pensions Regulator to oversee an Investment Governance Group were given the task of implementing the new principles across all UK pension funds.

There is an Investment Governance sub-group especially for the LGPS (including representatives of CLG and CIPFA) who have amended the principles to fit the LGPS. CIPFA published a guide to the application of the Myners Principles 'investment decision making and disclosure' in December 09. Information on how Havering has complied with these six principles is included as an appendix in the Statement of Investment Principles.

The SIP together with the Myners' compliance table can be found in the appendices at the back of the report.

This SIP and the Myners' compliance table have also been published on the Council's website at www.havering.gov.uk. (Within 'Service' 'Council and Democracy', 'Council budgets & spending', 'Pension Fund').

The Council undertakes regular reviews of the above statement and will consider any comments you may have for future reviews. Please forward comments to the contact point designated at the back of the report.

Communication Policy Statement

Regulation 67 of the Local Government Pension Scheme Administration Regulations 2008 requires the Administration Authority to prepare and publish a written statement covering communications with scheme members and employing authorities.

The statement must set out the policy concerning:





- communications with members, representatives, prospective members and employing authorities
- format, frequency and method of distributing such information or publicly.












This statement is reviewed periodically. A revised Communications Policy Statement was approved at the Pension Committee 26th March 2013 for the period 2013 – 2015. A review of the Communication Strategy achievements for 2013/2014 is shown below.





This statement can be found in the appendices at the back of this report.

This Statement has also been published on the Council's website at www.havering.gov.uk. (Within 'Services', 'Council and Democracy', 'council budgets & spending' 'Pension Fund').

Communication Policy Delivery

Communication Responsibilities	Paper	Electronic	Web	Face	Achieved
Action 1 – Get ready for new challenges for active members					
Review employee communications methods to ensure that they are efficient as well as effective					Reviewed pension website to make it easier to find information, added the online modellers and relevant videos about the new pension scheme
Promote use of the LBH pension website www.yourpension.org.uk/handr and the Council's Pension Fund pages, www.havering.gov.uk/pages/services/pension-fund.aspx					Promoted websites at all meetings and in all communications – (letters and phone calls). All updated option forms are only available via the website unless no access to a computer
Explore development of member online access to the pension administration system in line with ISS self service					Contracted for, as part of new pension system, on-going for 2014/15 implementation. Updated joiners option forms to capture the email addresses ready for setting members up for Member Self Service (MSS).
Explore the development of member online benefit statements in line with ISS self service					In the process of being developed
Support the Pension Team staff in developing communicating skills through training, support and on the job training to					A rota of team members have supported senior staff at all communication meetings – new scheme presentations and road shows, pre-retirement courses and

Communication Responsibilities	Paper	Electronic	Web	Face	Achieved
increase their overall skills and knowledge					new employer introduction meetings. Also started to allocate employers to Senior Transactional Agents to manage support and communications.
Action 2 - Get ready for new challenges' for employers					
Maximise the use of the newly developed Pensions Team employer communication database					Used for all electronic communications, in particular new scheme information and automatic enrolment information
Distribute material for employers to issue to employees					All new scheme information has been distributed (using the electronic database) – New Scheme Overview, Annual Allowance briefings, new scheme forms, Payroll and HR Scheme Guides, Contribution band letters etc.
Work with employers to ensure they communicate effectively and efficiently with their employees					Apart from the electronic communications via the database, face-to-face meetings have been held with Family Mosaic, Breyers, Oasis Pinewood, and Havering Sixth Form College. New pension scheme employer briefings were issued. There have been 25 scheme employer briefing sessions, including two employers who are not within the Havering scheme (chargeable work). Also notified all employers via the database of the Local Government Association (LGA) training events
Continually review and improve the material and service available to employers via the LBH pension website(www.yourpension.org.uk/handr), and the Council website, www.havering.gov.uk/pages/servoces/pension-fund.aspx					A new employer tab has been created on the pension website and is populated with new factsheets and factsheets yet to be developed. A new TUPE manual has been commissioned to support scheme employers to understand their responsibilities and implications when outsourcing, this will be available via the website when completed. Discretions guidance has been issued electronically and is available on the website.
Collate Employer Discretion Documents					Commenced by setting up employer page for discretions and commissioned the Scheme Actuaries to support discretion development. New pension discretion guidance is due to be issued during Autumn 2014.
Explore online access for scheduled and admitted					Worked with the London Borough of Havering on the development of

Communication Responsibilities	Paper	Electronic	Web	Face	Achieved
bodies to automate interfaces and updates, reducing administrative overheads					the One Oracle interfaces, not started with the other scheduled and Admitted bodies
Regular meetings with Scheme Employers					As above
Allocated Specialist Senior Transactional (STA) Agent to each employer as employer liaison officers					In progress, all new employers and Havering Sixth Form College have an STA, rolling out the remainder of the employers to the STAs
Action 3 - Get ready for new challenges' for pensioners					
Explore development of member online access to the pension administration system in line with ISS self-service					See above re member self-service (MSS), in development.t

In addition to the work taking place to deliver the agreed Communication Policy actions, significant communication took place with all employees, across all employers, if impacted by the implementation of Automatic Enrolment. The Council, as an employer, many of the Academies as scheduled employers, and the Colleges have all implemented Automatic Enrolment. Automatic Enrolment brought all eligible non-members into the pension scheme and they had to make the decision to opt out if they did not wish to remain in the scheme. A major communication strategy was put in place to reach all non scheme members impacted by Automatic Enrolment, through face to face briefings, drop in seminars, individual written communications, global news items and employer level briefings.

The pension website is promoted on the staff intranet at the Council and in posters placed on staff notice boards in all Council buildings to ensure information on the pension scheme is accessible and available to everyone, not just scheme members.

The Council jobs page includes, within the General Conditions of Employment, relevant for all potential and actual applicants, information on the Local Government Pension Scheme,

Contact Points for Further Information

If you have any queries on the benefits or costs of membership of the Pension Fund please contact:

Pensions Administration
Central Library, 2nd Floor
Park End Road
Romford
RM1
Telephone: 01708 432978/ 2981/ 2192

Email: pensions@havering.gov.uk

For further information on issues relating to Fund Investments and Accounts, or feedback on any of the contents in this report please contact:

Debbie Ford
Pension Fund Accountant
Central Library, 1st Floor
Park End Road
Romford
RM1 3AR

Telephone: 01708 432569

Email: debbie.ford@havering.gov.uk

Other useful addresses:

Local Government Pension Scheme website: www.lgps.org.uk

Local Government Pension Scheme information and Havering Pension Fund communication with members: www.yourpension.org.uk (site managed by the London Pension Fund Authority)

The Pension Service website: www.thepensionservice.gov.uk

APPENDICES



Haverling
LONDON BOROUGH

PENSION FUND

GOVERNANCE COMPLIANCE STATEMENT

UPDATED NOVEMBER 2013

1. The Council is the Administering Authority of the Havering Pension Fund (the Fund). The council has delegated to the Pensions Committee various powers and duties in respect of its administration of the Fund.

2. Constitutional Arrangements

Under the Council's Constitution the duties and terms of reference of the Pension Committee are as follows:

"To consider and agree the investment strategy and statement of investment principles for the pension fund and subsequently monitor and review performance".

"Authorise staff to invite tenders and award contracts for actuaries, advisers and fund managers and in respect of other related investment matters".

"To appoint and review the performance of advisers and investment managers for 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 the Local Government Pension Scheme"

Current Membership of the Pension Committee

The Pension Committee currently consists of seven councillors as listed below:

Conservative Group (4)	Residents' Group (1)	Labour (1)	UKIP (1)
Rebecca Bennett (Chair) Melvin Wallace (Vice Chair) Steven Kelly Roger Ramsey	Ron Ower	Pat Murray	Frederick Osborne

Three Members constitute a quorum.

The staff trade union may appoint two representatives, entitled to attend and speak at meetings of the Pension Committee. They possess no voting powers. These representatives are however entitled to remain within the Committee, should the public be excluded on the grounds that exempt information is to be considered.

Scheduled and Admitted bodies may appoint one representative, entitled to attend the meetings of the Pensions Committee on their behalf. Voting rights were assigned to this representative at a Council meeting on the 28 March 2012.

The Committee obtains and considers advice from the authority's officers, and as necessary from the fund's appointed professional advisor, actuary and performance measurers who also attend the meetings as and when required.

Longevity in membership of the Committee is encouraged in order to ensure that expertise is maintained within. The Council recommend that the membership of the Pension Committee remain static for the life of the Council in order that members are fully trained in matters relating to investment, unless exceptional circumstances require a change. Furthermore substitute members are expected to have also been trained. The constitution was amended on the 28 March 2012 to include a condition that if a member does not undertake the required training within six months of appointment than that member shall not partake in the decision making of the Committee until their training has been completed.

Day to day management of the fund is delegated to the Group Director of Communities and Resources.

The Committee is supported by the Group Director of Communities and Resources and the Assistant Chief Executive Legal and Democratic Services. The Head of Internal Shared Services has the responsibility to administer the Council's Pension Fund.

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3. Training/Reimbursement

An annual training plan is submitted to the Pensions Committee for approval. Committee Members receive in depth training on a wide range of topics. Specific training is given on specific investment topics prior to any key decisions being taken. This approach ensures that important decisions are taken whilst training is still fresh in Members minds.

Members expenses are reimbursed in line with the Council's constitution as laid down in part 6 'Members Allowance Scheme'.

4. Whistle Blowing

The Pension Committee comply with the Whistle Blowing requirements of the Pension Act 2004. It urges anyone to inform the correct authorities of any known wrong doings.

5. Diary

The Committee meets five times a year and occasionally holds extra meetings if required.

6. Further Trustee Responsibilities on Governance and Stewardship

Trustees are encouraged to look beyond administration procedures to really understand the key risks associated with all the functions and activities of the scheme. They are expected to consider risk management and stewardship in broad terms. Key risks include:

- Risk of fraud

- Corporate risk – risk of deterioration in the strength of employer covenant
- Funding and Investment risk – inappropriate investment strategies (one example of this could be risk of a mismatch of assets and liabilities)
- Compliance of Regulatory risk – risk of failure to comply with scheme rules and legislation

The further practical steps undertaken to cover these risks are as follows:

- The Statement of Investment Principles includes procedures to undertake a risk management review, and ensures terms of reference of delegations cover all key responsibilities.
- There are codes of conduct in place which ensure there is a process in place that considers potential conflicts of interest, with clearly identified steps to mitigate the likelihood or protocols if conflict occurs.
- The Pension Committee periodically sets out a business plan for the year.

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7. Accountability and publication of information

Details of the Pension Committee meetings are published on the Council’s website together with agendas and minutes. The meetings of the Pension Committee are held at the Town Hall and are open to the public.

Scheduled and Admitted bodies are directed to the Agenda and minutes published on the Council’s web-site and are notified in writing of any major issues.

An Annual Pension Fund Report and Accounts is published on the Council’s web-site, reporting on the activities and investment performance of the fund. The report also includes the meetings held and details of matters considered.

8. Reviewing and Updating

As well as undertaking an annual review the Council will review the policy as and when material changes occur.

9. Compliance table

A table is appended to this document and shows the extent of compliance with guidance given by the Secretary of State.

	PRINCIPLE	HAVING POSITION
A.	<p><u>Structure</u></p> <p>a. The management of the administration of benefits and strategic management of fund assets clearly rests with the main committee established by the appointing council.</p>	<p>Full compliance. Duties and terms of reference are laid out in the Councils constitution (Part 3) and states that management of the pension fund assets lies with the Pensions Committee. Day to day management of the Pension Fund is delegated to the Group Director of Communities and Resources.</p> <p>Sections 2 and 3 of the Governance Compliance Statement refer.</p>
	<p>b. That representatives of participating LGPS employers, admitted bodies and scheme members (including pensioner and deferred members) are members of either the main or secondary committee established to underpin the work of the committee.</p>	<p>Full compliance. Admitted/Scheduled bodies may appoint one representative to attend the committee meetings. The staff Trade Unions may appoint two representatives to attend and speak at meetings.</p> <p>There is no secondary committee.</p> <p>Section 3 of the Governance Compliance Statement refers.</p>
	<p>c. That where a secondary committee or panel has been established, the structure ensures effective communication across both levels.</p>	<p>No secondary committee or panel has been established.</p>
	<p>d. That where a secondary committee or panel has been established, at least one seat on the main committee is allocated for a member from the secondary committee or panel.</p>	<p>No secondary committee or panel has been established.</p>

	<p>PRINCIPLE</p>	<p>HAVING POSITION</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 198</p>	<p>B <u>Representation</u></p> <p>a. That all key stakeholders are afforded the opportunity to be represented within the main or secondary committee structure. These include:</p> <ul style="list-style-type: none"> i) employing authorities (including non-scheme employers, e.g. admitted bodies); ii) scheme members (including deferred and pensioner scheme members), iii) where appropriate, independent professional observers, and iv) expert advisors (on an ad-hoc basis) 	<p>i) Full compliance - A position has been established for Admitted/Scheduled bodies' representative to be a member of the Pensions Committee. This position became vacant in July 2013 and a replacement is currently being sought. Supplementary to the above stakeholders are consulted for their views with regard to various policies and are directed to papers and reports held on the Council's website.</p> <p>ii) Full compliance – via trade union representation</p> <p>iii) Non-compliance – The Pension Committee have considered this and decided that it is not appropriate to appoint an independent observer on the basis that the current monitoring arrangements are sufficient for the size of the fund.</p> <p>iv) Full compliance – The Fund has appointed an Investment Advisor, an Actuary and Performance Measurers, who attend meetings as and when required.</p> <p>Section 3 of the Governance Compliance Statement refers.</p>
<p style="text-align: center;">- 73 -</p>		

PRINCIPLE	HAVING POSITION
<p>C <u>Selection and role of lay members</u></p> <p>a. That committee or panel members are made fully aware of the status, role and function they are required to perform on either a main or secondary committee.</p>	<p>Full compliance. Duties and terms of reference are laid out in the Councils constitution and states that management of the pension fund lies with the Pensions Committee.</p> <p>Sections 2 and 3 of the Governance Compliance Statement refer.</p>
<p>b. That at the start of any meeting, committee members are invited to declare any financial or pecuniary interest related to specific matters on the agenda.</p>	<p>Full compliance. Declarations of interest are always an agenda item at the Pension Committee meetings.</p> <p>Section 7 of the Governance Compliance Statement refers.</p>
<p>D <u>Voting</u></p> <p>a. The policy of individual administering authorities on voting rights is clear and transparent, including the justification for not extending voting rights to each body or group represented on main LGPS committees.</p>	<p>Full compliance. The Governance Compliance Statement is clear about voting rights</p> <p>Section 3 of the Governance Compliance Statement refers.</p>
<p>E <u>Training/Facility time/Expenses</u></p> <p>a. That in relation to the way in which statutory and related decisions are taken by the administering authority, there is a clear policy on training, facility time and reimbursement of expenses in respect of members involved in the decision-making process.</p>	<p>Full compliance. Member's expenses and allowances are laid out in the Council's Constitution (Part 6). The business plan includes the policy on training.</p>

PRINCIPLE	HAVING POSITION
b. That where such a policy exists, it applies equally to all members of committees, sub-committees, advisory panels or any other form of secondary forum.	Full compliance. As above.
c. That the administrating authority considers the adoption of annual training plans for committee members and maintains a log of all such training undertaken	Full compliance. As above. Training is laid out in the Annual Business Plan/Work of the Committee. The Business Plan is agreed by the Pensions Committee and all committee members and nominated substitutes are offered training. A training log is maintained and records attendance and training undertaken. Section 4 of the Governance Compliance Statement refers.

PRINCIPLE	HAVING POSITION
F <u>Meetings (frequency/quorum)</u> a. That an administering authority's main committee or committees meet at least quarterly	Full compliance. The Pension Committee meets five times a year and occasionally holds extra meetings if and when required. Sections 2, 3 and 6 of the Governance Compliance Statement refer.
b. That an administering authority's secondary committee or panel meet at least twice a year and is synchronised with the dates when the committee sits.	No secondary committee or panel has been established.
c. That an administration authority who does not include lay members in their formal governance arrangements, provide a forum outside of those arrangements by which interests of key stakeholders can be represented.	Full compliance. Membership on the Pensions Committee includes a representative to serve all Admitted/Scheduled bodies. The current forums for which stakeholders interests can be represented are: <ul style="list-style-type: none"> • Through invitation to committee meeting • Written correspondence – employers are invited for comments via letters and email as part of any consultation process, including proposed policy changes. Havering is one of the partnerships working with the London Pensions Fund Authority, who have produced a website for scheme members to use. Factsheets and scheme communications are also published on this website along with contact details at Havering for members to contact with their views.

	PRINCIPLE	HAVING POSITION
G	<p><u>Access</u></p> <p>a. That subject to any rules in the council’s constitution, all members of main and secondary committees or panels have equal access to committee papers, documents and advice that falls to be considered at meetings of the main committee.</p>	<p>Full compliance. Committee papers are sent to members at least seven days prior to the meeting and non-confidential papers are published on the Council’s website.</p> <p>Section 8 of the Governance Compliance Statement refers.</p>
H Page 202	<p><u>Scope</u></p> <p>a. That administering authorities have taken steps to bring wider scheme issues within the scope of their governance arrangements</p>	<p>Full compliance. The Committee already considers a wider range of pension issues.</p> <p>Section 7 of the Governance Compliance Statement refers.</p>
I	<p><u>Publicity</u></p> <p>a. That administering authorities have published details of their governance arrangements in such a way that stakeholders with an interest in the way in which the scheme is governed, can express an interest in wanting to be part of those arrangements.</p>	<p>Full compliance. Governance arrangements are published on the Council’s website and comments are invited from stakeholders.</p> <p>Section 8 of the Governance Compliance Statement refers.</p>



Havering
LONDON BOROUGH

**HAVERING PENSION FUND
COMMUNICATION STRATEGY**

2013 -2015

COMMUNICATION STRATEGY 2013 - 2015

INTRODUCTION

The Local Government Pension Scheme (LGPS) continues for now as a final salary pension scheme. The LGPS will move to a Career Average Revalued Earnings (CARE) basis from April 2014 and the London Borough of Havering Pension Fund (LBH) needs to prepare for the communications challenges that a change of this magnitude will bring.

The focus of this Communications Strategy is to ensure that our membership know and understand their benefits (past and future) and that our communications remain effective and accessible to all. To achieve this in the face of the challenge to come will require reviewing and increasing the effectiveness with which we communicate with the Fund membership and stakeholders.

An effective communications strategy is vital for any organisation which strives to provide a high quality and consistent service to its customers.

The scheme stakeholders include:

- COMMITTEE MEMBERS
- EMPLOYERS including
 - LONDON BOROUGH OF HAVERING
 - SCHEDULED BODIES
 - ADMITED BODIES
- SCHEME MEMBERS
 - ACTIVE MEMBERS (CONTRIBUTORS)
 - RETIRED MEMBERS AND DEPENDENTS
 - DEFERRED MEMBERS
 - PENSION CREDIT MEMBERS

- PROSPECTIVE SCHEME MEMBERS
- OFFICERS WORKING IN THE ISS PENSION TEAM AND FUND MANAGEMENT
- INVESTMENT FUND MANAGERS
- OTHER BODIES
 - TRADE UNIONS
 - ACTUARIES
 - LEGAL ADVISER
 - AVC PROVIDERS
 - PENSION ADMINISTRATION SOFTWARE PROVIDER
 - INVESTMENT ADVISOR

Set out in this document are the key communication priorities, the mechanisms and format which will be used to meet those communication needs.

The Fund aims to use the most appropriate communications medium for the audiences receiving the information. This may involve using more than one method of communication, with methods of communication being kept under review.

The frequency of communications and publicity is detailed in the relevant sections below where already determined, otherwise information will be provided in the most effective, economic and timely manner.

COMMUNICATION PRIORITIES

There are four areas of significant change and challenge that will drive the communication strategy during the period 2013 – 2015:

- i) Automatic Enrolment;
- ii) the introduction of the new CARE pension scheme from April 2014;
- iii) the Triennial Revaluation; and
- iii) procuring a new pension software system in readiness for the 2014 pension changes.

Therefore, the overall focus for the Strategy will be '**Get ready for new challenges**'.

The key actions required to deliver the focus of the strategy are detailed below, these will be the basis of the Communication Strategy monitoring.

The Key actions will be -

Action 1 – 'Get ready for new challenges' for active members:

- review employee communications methods to ensure that they are efficient as well as effective
- promote use of the LBH pension website,
- www.yourpension.org.uk/handr and the Council's Pension Fund pages, www.havering.gov.uk/pages/services/pension-fund.aspx
- explore development of member online access to the pension administration system in line with ISS self-service,
- explore the development of member online benefit statements in line with ISS self-service,
- support the Pension Team staff in developing communicating skills through training, support and on the job training to increase their overall skills and knowledge,

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Action 2 – 'Get ready for new challenges' for employers:

- maximise the use of the newly developed Pensions Team employer communication database,
- distribute material for employers to issue to employees,
- work with employers to ensure they communicate effectively and efficiently with their employees,
- continually review and improve the material and service available to employers via the LBH pension website, www.yourpension.org.uk/handr, and the Council website, www.havering.gov.uk/pages/service/s/pension-fund.aspx
- collate Employer Discretion Documents,
- explore online access for scheduled and admitted bodies to automate interfaces and updates, reducing administrative overheads,
- regular meetings with Scheme Employers,
- allocated Specialist Senior Transactional Agent to each employer as employer liaison officers.

Action 3 – 'Get ready for new challenges' for pensioners:

- explore development of member online access to the pension administration system in line with ISS self-service.

COMMUNICATION RESPONSIBILITIES AND METHODS

The provision of timely and relevant information to stakeholders will be key to managing the expected increase in demand for information and it is important that we start to manage these expectations in resource (i.e. staff time) terms as things begin to change.

The most efficient form of communication channel is on-line self-service and the least efficient channel is face-to-face, although the customer profile dictates the most effective communication channel.

A review of the effectiveness and efficiency of all communication channels will take place, with an aim of developing the more efficient channels. The channels on order of efficiency are:

- on-line self-service,
- websites,
- anticipating and targeting appropriate information to members via e-communication routes,
- anticipating and targeting appropriate information to members via hardcopy distribution,
- responding within set targets to incoming email (generic inbox),
- responding within set targets to incoming phone calls (generic phone number),
- roadshows for groups of Fund members,
- meeting Fund members individually face-to-face,

- regular meetings with External Employers (joint meetings and individual surgeries),
- employer newsletters and electronic updates,

The Pensions Team will analyse the costs and benefits of all our future communications activities with a view to using the most efficient and effective methods, subject to appropriate systems to facilitate efficient communication methods with more members of the scheme than is the case at present. In this way, we plan to be ready for the new challenges when more detail of the new scheme is released by the Government and the demand for information will be at a peak.

PENSION COMMITTEE MEMBERS

The Fund management and administration decisions have been delegated under the Council's constitution to the Pensions Committee.

Knowledge building and training is provided via the Fund's Officers, advisors and external experts with regards to investment and administration matters.

Admitted and Scheduled Bodies who have members in the Fund are represented at the Pensions Committee meetings by one of the employers of the fund who acts on behalf of all other employers. This position has been assigned voting rights from March 2012. The Trade Unions are also invited, who attend meetings on an observer basis, but whose views are given equal weighting. The Trade Union representatives are also Scheme members.

The work of the Trade Union members is supported by Trade Union representatives.

SCHEME EMPLOYERS

Recent Changes

Following the Education Act 2011 there has been a significant growth in scheme employers due to the rising number of Secondary schools converting to Academies in the borough, and this trend is still continuing with Primary school Academies now being formed. The responsibilities for the Academies as separate employers are new and experience so far has demonstrated that support beyond the normal is required to help them meet their statutory functions. The second impact of the new Academies, specifically for the Pension Team, is that the employer base has increased which increases the overall management and monitoring of scheme employers.

Regular Updates

These are issued periodically to all employers electronically. This medium is also used to communicate any issues that are currently under debate. Changes to the Regulations which impact upon the employer's function or their employees are also covered.

Employers' Guide

An Employers Guide is issued to assist the employers in discharging their pension's administration responsibilities. Officers are also available for advice.

This is supplemented by contacting a Specialist Senior Transactional Agent to non-Havering employers, available by telephone or personal visit to assist whenever necessary.

Internet

A microsite for employers is to be established from the Fund website. All manuals and Scheme literature will be available on this site.

Site Meetings

Meetings with non-Havering Employers take place at their premises, as required. Specifically this has been used as a mechanism for communicating major strategic issues, significant legislation changes and triennial valuation matters.

SCHEME MEMBERS

Internet

Continue to review the content, facilities and links of the Fund website, which contains Scheme details, fact sheets, forms, other literature and links to useful associated websites; and the Council website, which contains a number of strategies and financial information for our members to view.

Pension Fund Annual Report and Accounts

The Pension Fund communicates with its members via publication of an Annual Report which is available on the Council's website.

A copy of the Fund's accounts is available on the Council's website, included in the Pension Fund's Annual Report and available on the Fund website.

Newsletters

Newsletters are issued to members of the Fund, as changes to the scheme occur, and covers current pension topics within the LGPS, specific issues for Havering and the pensions industry in general. These are also archived on the Fund website.

Benefits Statements

An Annual Benefit Statement is sent direct to the home address of all members who are contributing to the Fund at the previous financial year end. Benefit Statements are also sent direct to the home address of deferred members where a current address is known.

Scheme Literature

An extensive range of Scheme literature is produced by the Administering Authority and is supplied to employing bodies and Scheme members directly as well as being available on the funds website.

Pay Advices

The Fund no longer issues a pay advice to Scheme pensioners if their net pay varies by more than £1.00. An initial payslip, detailing the first pension payment, will be sent to the home address. Further payslips will only be issued each April, May and October.

Additionally, a statement of earnings detailing gross pay, statutory deductions and net pay will be sent to all pensioners in April for the previous tax year. Pension Increase letters are sent out annually and a P60 will be issued annually in May as per HMRC deadlines.

The authority is implementing Real time Information (RTI), which will impact upon year end returns.

Correspondence

The fund utilises the Shared Services contact number and email through Supportworks, together with surface mail and e-mail to receive and send correspondence in accordance with Audit advice and guidance.

Our Aspirations

To offer “self service” to update the scheme member individual records on the pension administration system. This

will allow them to access their pension record using a password security system and to transact a significant proportion of their pensions business without having to enter into formal correspondence. Self-service is dependent upon upgrading the pension administration system.

Pension Roadshow

The Fund stages Pensions Roadshows as and when required to communicate with scheme members on changes to the scheme or promote the scheme or specific aspects of it.

Additionally, Pensions Administration Staff attend Pre-retirement courses and recruitment days run by the Council to provide information to staff nearing retirement.

PROSPECTIVE SCHEME MEMBERS

Scheme Booklet

All new prospective Scheme members will be provided with an electronic Scheme booklet at the time of their appointment to the London Borough of Havering and directed to the Fund website.

Intranet

The Fund’s Intranet area contains a link to the fund website at www.pension.org.uk/handr

Trade Unions

We will work with the relevant Trade Unions to ensure the Scheme is understood by all interested parties. Training days for branch officers will be provided upon request, and efforts will be made to ensure that all pension related issues are communicated effectively with the Trade Unions.

Pensions Roadshows

As well as being a valuable aid for pensioners and current scheme members, roadshows will be used to target specific non-members with support being enlisted from the DWP and in-house AVC providers. This will ensure members receive the information required to make an informed choice with regards to their pension provision. Currently roadshows are being delivered to communicate Automatic Enrolment and the proposed pension scheme changes in April 2014.

Corporate Induction Courses

Officers of the Council will attend corporate induction events in order to present to prospective Scheme members the benefits of joining the LGPS.

One-to-One" surgeries

One-to-One surgeries or meetings are also offered to take account of individual queries where a request is received.

OFFICERS WORKING IN THE ISS PENSION TEAM AND FUND MANAGEMENT

Service Management Teams

The Fund is managed by Financial Services and administered by Internal Shared Services whose Senior Officers report to the relevant Heads of Service.

Team Meetings

Office and/or Team Meetings are held on a regular basis.

Group Management Team Meetings – Finance and Commerce

The Heads of Service are members of the Group's Management Team and attend the regular meetings convened by the Group Director. The Heads of Service are able to bring any matters of concern/importance to the attention of the Group Director through this mechanism.

Any necessary information arising from the Group's Management Team Meeting is disseminated within the Services, via Management Team and Team Briefings. Due to the nature of the investment work and delegation the Pensions Accountant meets with the Group Director, Finance and Commerce as required.

Shared Area

Shared areas give all staff access and contain such information as procedure manuals, core briefings, LGPS circulars etc. This is an effective mechanism for ensuring that information is available to all staff at their work location in a timely manner.

Induction

All new members of staff undergo an induction procedure and an induction/personnel manual is available to all staff.

The Council has introduced a performance appraisal scheme for staff which includes a process for discussing and reviewing personal development. This is supplemented by regular one to one meetings with all staff.

Seminars

Pension Team officers regularly participate at seminars, conferences and specialised targeted training courses.

Pensions Team Leader

The Pensions Team Leader maintains an open-door policy and, within reason, is available to all staff on request.

Pension Fund Accountant

On a similar basis responds to staff and other enquiries. Skills and knowledge is kept up to date through participation at seminars and conferences.

INVESTMENT FUND MANAGERS

Day to day contact between the pension fund accountant and the fund managers is maintained. Each fund manager is required at the end of each quarter to present their performance alternately to the Pensions Committee or to officers including the Group Director Finance and Commerce.

OTHER BODIES

Trade Unions

Trade Unions in the London Borough of Havering are valuable ambassadors for the Pension Scheme. They ensure that details of the Local Government Pensions Scheme's availability are brought to their members' attention and assist in negotiations under TUPE transfers in order to ensure, whenever possible, continued access to the Local Government Pension Scheme.

Seminars

Pension Administration Team and Fund Officers regularly participate at seminars and conferences.

CIPFA Benchmarking club

Annual contribution and membership of the CIPFA Pension Administration benchmarking club. Attendance at Benchmarking Steering Groups and review meetings.

Data Protection

To protect any personal information held on computer, the London Borough of Havering is registered under the Data

Protection Act 1998. This allows members to check that their details held are accurate. The Fund may, if necessary, pass certain details to a third party, if the third party is carrying out an administrative function of the Fund, for example, the Fund's AVC provider. Members who wish to apply to access their data on Data Protection Act grounds should contact the London Borough of Havering's Council's Data Protection Officer on 01708-432130.

This authority is under a duty to protect the public funds it administers, and to this end may use information for the prevention and detection of fraud. It may also share this information with other bodies administering public funds solely for these purposes.

www.havering.gov.uk

There is also a number which you can dial direct and get through to the person dealing with individual cases. You will find this on any letter issued by the Fund.

Further Information

If you need more information about the Scheme you should contact the Pensions Administration Service at the following address:

Write to us at:
Pensions Team
Internal Shared Services
Central Library, 2nd Floor,
Park End Road
Romford
RM1 3AR

Tel: 01708 433333
Fax: 01708 432078
E-Mail: pensions@havering.gov.uk,
or pensions@havering.gov.uk

Council's website:
www.havering.gov.uk/pages/services/pension-fund.aspx

Fund website:
www.yourpension.org.uk/handr

There is also a number which you can dial direct and get through to the person dealing with individual cases. You will find this on any letter issued by the Fund.

Tel: 01708 432192/432981
Fax: 01708 432078
E-Mail: pensions@havering.gov.uk
Council's website:



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

**FUNDING STRATEGY
STATEMENT**

MARCH 2011

FUNDING STRATEGY STATEMENT

LONDON BOROUGH OF HAVERING PENSION FUND

Overview

This Statement has been prepared in accordance with Regulation 76A of the Local Government Pension Scheme Regulations 1997. The Statement describes London Borough of Havering's strategy, in its capacity as Administering Authority (the Administering Authority), for the funding of the London Borough of Havering Pension Fund (the Fund).

As required by Regulation 35 of the Local Government Pension Scheme (Administration) Regulations 2008 (the Administration Regulations), this Statement is kept under review and revised as appropriate. In reviewing and making revisions to the Statement, the Administering Authority has regard to guidance published by CIPFA in March 2004.

Consultation

In accordance with Regulation 35(3) (b) of the Administration Regulations, all employers participating within the London Borough of Havering Pension Fund have been consulted on the contents of this Statement and their views have been taken into account in formulating the Statement. However, the Statement describes a single strategy for the Fund as a whole.

In addition, the Administering Authority has had regard to the Fund's Statement of Investment Principles published under Regulation 9A of the Local Government Pension Scheme (Management and Investment of Funds) Regulations 1998 (the Investment Regulations).

The Fund Actuary, Hymans Robertson LLP, has also been consulted on the contents of this Statement.

Policy Purpose

The three main purposes of this Funding Strategy Statement are:

- To establish a clear and transparent strategy, specific to the Fund, which will identify how employer's pension liabilities are best met going forward.
- To support the regulatory requirement in relation to the desirability of maintaining as nearly constant employer contribution rates as possible.
- To take a prudent longer-term view of funding the Fund's liabilities.

The Aims of the Fund

The aims of the Fund are:

1. To ensure that sufficient resources are available to meet all liabilities as they fall due.

The Administering Authority recognises the need to ensure that the Fund has, at all times, sufficient liquid assets to be able to pay pensions, transfer values, costs, charges and other expenses. It is the Administering Authority's policy that such expenditure is met, in the first instance, from incoming employer and employee contributions to avoid the expense of disinvesting assets. The Administering Authority monitors the position on a monthly basis to ensure that all cash requirements can be met.

2. To enable employer contribution rates to be kept as nearly constant as possible and at reasonable cost to the Scheduled bodies, Admitted bodies and to the taxpayers.

The Administering Authority recognises that the requirement to keep employer contribution rates as nearly constant as possible can run counter to the following requirements:

- the regulatory requirement to secure solvency,
- the requirement that the costs should be reasonable, and
- maximising income from investments within reasonable cost parameters (see 4 below)

Producing low volatility in employer contribution rates requires material investment in assets which 'match' the employer's liabilities. In this context, 'match' means assets which behave in a similar manner to the liabilities as economic conditions alter. For the liabilities represented by benefits payable by the Local Government Pension Scheme, such assets would tend to comprise gilt edged investments.

Other classes of assets, such as other equities and property, are perceived to offer higher long term rates of return, on average, and consistent with the requirement to maximise the returns from investments the Administering Authority invests a substantial proportion of the Fund in such assets. However, these assets are more risky in nature, and that risk can manifest itself in volatile returns over short term periods.

This short term volatility in investment returns can produce a consequent volatility in the measured funding position of the Fund at successive valuations, with knock on effects on employer contribution rates. The impact on employer rates can be mitigated by use of stabilisation mechanisms.

The Administering Authority recognises that there is a balance to be struck between the investment policy adopted, the stabilisation mechanisms used at valuations, and the resultant smoothness of employer contribution rates from one valuation period to the next.

The Administering Authority also recognises that the position is potentially more volatile for Admission Bodies with short term contracts where utilisation of stabilisation mechanisms is less appropriate.

3. To manage employers' liabilities effectively.

The Administering Authority seeks to ensure that all employers' liabilities are managed effectively. In a funding context, this is achieved by seeking regular actuarial advice, ensuring that employers and Pensions Committee Members are properly informed, and through regular monitoring of the funding position.

4. To maximise the income from investments within reasonable risk parameters.

The Administering Authority recognises the desirability of maximising investment income within reasonable risk parameters. Investment returns higher than those available on government stocks are sought through investment in other asset classes such as stocks and property. The Administering Authority ensures that risk parameters are reasonable by:

- restricting investment to the levels permitted by the Investment Regulations.
- restricting investment to asset classes generally recognised as appropriate for UK pension funds.
- analysing the potential risk represented by those asset classes in collaboration with the Fund's Actuary, Investment Advisors and Fund Managers.

Purpose of the Fund

The purpose of the Fund is:

1. To pay out monies in respect of scheme benefits, transfer values, costs, charges and expenses.
2. To receive monies in respect of contributions, transfer values and investment income.

Responsibilities of the key parties

The three parties whose responsibilities to the Fund are of particular relevance are the Administering Authority, the Individual Employers and the Fund Actuary.

Their key responsibilities are as follows:

Administering Authority

The Administering Authority's key responsibilities are:

1. Collecting employer and employee contributions and, as far as the Administering Authority is able to, ensure these contributions are paid by the due date.

Individual employers must pay contributions in accordance with Regulations 39, 40, 41, 42 and 43 of the Administration Regulations. The Administering Authority will ensure that all employers are aware of these requirements especially the requirement of the Pensions Act 1995 that members' contributions are paid by the 19th of the month following the month that it is paid by the member. The contributions to the Pension Fund are monitored and processed by the Pension Administration team. If contributions are received more than a month after payment is due, interest will be charged at the rate of 1% above the bank base rate.

The Administering Authority will ensure that action is taken to recover assets from Admitted Bodies whose Admission Agreement has ceased by:

- Complying with Regulation 38(2) of the Administration Regulations by requesting that the Fund Actuary calculates any deficit at the date of the cessation of the Admission Agreement
- notifying the Admitted Body that it must meet any deficit at the cessation of the Agreement.

2. Invest surplus monies in accordance with the regulations.

The Administering Authority will comply with Regulation 9 of the Investment Regulations.

3. Ensure that cash is available to meet liabilities as and when they fall due.

The Administering Authority recognises this duty and discharges it in the manner set out in the Aims of the Fund above.

4. Manage the valuation process in consultation with the Fund's Actuary

The Administering Authority ensures it communicates effectively with the Fund Actuary to:

- agree timescales for the provision of information and provision of valuation results
- ensure provision of data of suitable accuracy
- ensure that the Fund Actuary is clear about the Funding Strategy
- ensure that participating employers receive appropriate communication throughout the process
- ensure that reports are made available as required by Guidance and Regulation

5. Prepare and maintain a Statement of Investment Principles and a Funding Strategy Statement after due consultation with interested parties.

The Administering Authority will ensure that both documents are prepared and maintained in the required manner.

6. Monitor all aspects of the Fund's performance and funding and amend these two documents if required.

The Administering Authority monitors the funding position of the Fund on a quarterly basis, and the investment performance of the Fund on a monthly basis. The Statement of Investment Principles and Funding Strategy Statement will be reviewed annually, unless circumstances dictate earlier amendment.

Individual Employers will:

1. Deduct contributions from employees' pay.
2. Pay all contributions, including their employer contribution as determined by the actuary, promptly by the due date.
3. Exercise discretions within the regulatory framework.
4. Pay for added years or pensions in accordance with agreed arrangements.

5. Notify the administering authority promptly of all changes to membership, or other changes which affect future funding.

The Fund Actuary will:

1. Prepare valuations including the setting of employers' contribution rates after agreeing assumptions with the administering authority and having regard to the Funding Strategy Statement.

Valuations will also be prepared in accordance with generally accepted actuarial methods and reported on in accordance with Guidance Note 9 issued by the Board for Actuarial Standards, to the extent that the Guidance Note is relevant to the LGPS.

2. Prepare advice and calculations in connection with bulk transfers and individual benefit-related matters.

Such advice will take account of the funding position and funding strategy of the Fund, along with other relevant matters.

Solvency

The Administering Authority will prudentially seek to secure the solvency of the Fund. For this purpose the Administering Authority defines solvency as being achieved when the value of the Fund's assets is greater than or equal to the value of the Fund's liabilities when measured using 'ongoing' actuarial methods and assumptions (ongoing funding basis).

'Ongoing' actuarial methods and assumptions are taken to be measurement by use of the projected unit method of valuation, using assumptions generally recognised as suitable for an open, ongoing UK pension fund with a sponsoring employer of sound covenant.

The financial assumptions used to assess the funding level will have regard to the yields available on long term fixed interest and index linked gilt edged investments. The Administering Authority has also agreed with the Fund Actuary that the assumptions will make partial allowance for the higher long term returns that are expected on the assets actually held by the Fund, and understands the risks of such an approach if those additional returns fail to materialise.

The ongoing funding basis has traditionally been used for each triennial valuation for all employers in the fund.

Where an admission agreement for an admission body that is not a Transferee Admission Body and has no guarantor is likely to terminate within the next 5 to 10 years or lose its last active member within that timeframe, the Fund reserves the right to set contribution rates by reference to liabilities valued on a gilts basis (i.e. using a discount rate that has no allowance for potential investment outperformance relative to gilts). The target in setting contributions for any employer in these circumstances is to achieve full funding on a gilts basis by the time the agreement terminates or the last active member leaves in order to protect other employers in the fund. This policy will increase regular contributions and reduce, but not entirely eliminate, the possibility of a final deficit payment being required when a cessation valuation is carried out.

The Fund also reserves the right to adopt the above approach in respect of those admission bodies with no guarantor, where the strength of covenant is considered to

be weak but there is no immediate expectation that the admission agreement will cease.

The Fund actuary agrees the financial and demographic assumptions to be used for each such valuation with the Administering Authority.

Funding Strategy

Where a valuation reveals that the Fund is in surplus or deficiency against this solvency measure, employer contribution rates will be adjusted to target restoration of the solvent position over a period of years (the recovery period). The recovery period applicable for each participating employer is set by the Administering Authority in consultation with the Fund Actuary and the employer, with a view to balancing the various funding requirements against the risks involved due to such issues as the financial strength of the employer and the nature of its participation in the Fund.

The Administering Authority recognises that a large proportion of the Fund's liabilities are expected to arise as benefit payments over long periods of time. For employers of sound covenant, the Administering Authority is prepared to agree to recovery periods which are longer than the average future working lifetime of the membership of that employer. The Administering Authority recognises that such an approach is consistent with the aim of keeping employer contribution rates as nearly constant as possible. However, the Administering Authority also recognises the risk in relying on long recovery periods and has agreed with the Fund Actuary a limit of 20 years. The Administering Authority's policy is to adopt recovery periods for each employer which are as short as possible within this framework.

For employers whose participation in the Fund is for a fixed period it is unlikely that the Administering Authority and Fund Actuary would agree to a recovery period longer than the remaining term of participation, other than in exceptional circumstances, when it may permit recovery over a period not exceeding 10 years subject to security, e.g. an indemnity or bond or other contingent asset of amount and form acceptable to the administering Authority, being maintained.

Consistent with the requirement to keep employer contribution rates as nearly constant as possible, the Administering Authority permits some employers to be treated as a group for the purposes of setting contribution rates. In particular, contribution rates could be very volatile for smaller employers due to the increased likelihood that demographic movements would have a material effect. The Administering Authority recognises that grouping can give rise to cross subsidies from one employer to another over time. The Administering Authority's policy is to consider the position carefully at each valuation and to notify each employer that is grouped that this is the case, and which other employers it is grouped with. If the employer objects to this grouping, it will be offered its own contribution rate. For employers with more than 50 contributing members, the Administering Authority would look for evidence of homogeneity between employers before considering grouping. For employers whose participation is for a fixed period grouping is unlikely to be permitted.

Again, consistent with the requirement to keep employer contribution rates as nearly constant as possible, the Administering Authority will consider, at each valuation, whether new contribution rates should be payable immediately, or should be reached by a series of steps over future years. The Administering Authority will discuss with the Fund Actuary the risks inherent in such an approach, and will examine the financial impact and risks associated with each employer. The Administering Authority's policy is that in the normal course of events no more than three equal annual steps will be

permitted. Further steps may be permitted in extreme cases, but the total is very unlikely to exceed six steps.

Identification of risks and counter measures

The Administering Authority's overall policy on risk is to identify all risks to the Fund and to consider the position both in aggregate and at an individual risk level. The Administering Authority will monitor the risks to the Fund, and will take appropriate action to limit the impact of these both before, and after, they emerge wherever possible. The main risks to the Fund are:

Demographic

The main risks include changing retirement patterns, take up of the commutation option and longevity. The Administering Authority will ensure that the Fund Actuary investigates these matters at each valuation or, if appropriate, more frequently, and reports on developments. The Administering Authority will agree with the Fund Actuary any changes which are necessary to the assumptions underlying the measure of solvency to allow for observed or anticipated changes.

If significant demographic changes become apparent between valuations, the Administering Authority will notify all participating employers of the anticipated impact on costs that will emerge at the next valuation and will review the bonds that are in place for Transferee Admitted Bodies.

Regulatory

The risks relate to changes to regulations, National pension requirements or Inland Revenue rules. The Administering Authority will keep abreast of all proposed changes and, where possible, express their opinion during consultation periods after careful consideration. The Administering Authority's policy will be to ask the Fund Actuary to assess the impact on costs of any changes and, where these are likely to be significant, the Administering Authority will notify Employers of this likely impact and the timing of any change.

Governance

This covers the risk of unexpected structural changes in the Fund membership (for example the closure of an employer to new entrants or the large scale withdrawal or retirement of groups of staff), and the related risk of the Administering Authority not being made aware of such changes in a timely manner.

The Administering Authority's policy is to require regular communication between itself and employers, and to ensure regular reviews of such items as bond arrangements, financial standing of non-tax raising employers and funding levels.

Statistical/Financial

This covers such items such as the performances of markets, Fund investment managers, asset reallocation in volatile markets, pay and /or price inflation varying from anticipated levels or the effect of possible increases in employer contribution rate on service delivery and on Fund employers. The Administering Authority's policy will be to regularly assess such aspects to ensure that all assumptions used are still justified.

Solvency measure

The Administering Authority recognises that allowing for future investment returns in excess of those available on government bonds introduces an element of risk, in that those additional returns may not materialise. The Administering Authority's policy will be to monitor the underlying position assuming no such excess returns are achieved to ensure that the funding target remains realistic relative to the low risk position.

Stabilisation

There can be occasions when, despite the deployment of contribution stabilising mechanisms such as pooling, stepping and the extension of deficit recovery periods, the theoretical employer contribution rate is not affordable or achievable. This can occur in times of tight fiscal control or where budgets have been set in advance of new employer contribution rates being available.

In view of this possibility, the Administering Authority has commissioned the Fund Actuary to carry out extensive modelling to explore the long term effect on the Fund of capping future contribution increases. The results of this modelling indicate that it is justifiable to limit employer contribution rate changes, subject to the following conditions being met:

- the Administering Authority is satisfied that the status of the employer merits adoption of a stabilised approach; and
- there are no material events between 1 April 10 and 1 April 2011 which render the stabilisation unjustifiable.

In the interests of stability and affordability of employer contributions, the Administering Authority, on the advice of the Fund Actuary, believes that the results of the modelling demonstrate that stabilising contributions can still be viewed as a prudent longer-term approach. However, employers whose contribution rates have been "stabilised" and are therefore paying less than their theoretical contribution rate should be aware of the risks of this approach and should consider making additional payments to the Fund if possible.

The Fund currently has a strong net cash inflow and can therefore take a medium to long term view on determining employer contribution rates to meet future liabilities through operating a fund with an investment strategy that reflects this long term view. It allows short term investment markets volatility to be managed so as not to cause volatility in employer contribution rates.

The LGPS regulations require the longer term funding objectives to be to achieve and maintain assets to meet the projected accrued liabilities. The role of the Fund Actuary in performing the necessary calculations and determining the key assumptions used, is an important feature in determining the funding requirements. The approach to the actuarial valuation and key assumptions used at each triennial valuation form part of the consultation undertaken with the FSS.

Recovery period

The Administering Authority recognises that permitting surpluses or deficiencies to be eliminated over a recovery period rather than immediately introduces a risk that action to restore solvency is insufficient between successive measurements. The Administering Authority's policy is to discuss the risks inherent in each situation with the Fund Actuary and to limit the permitted length of recovery period to no longer than 20 years.

Stepping

The Administering Authority recognises that permitting contribution rate changes to be introduced by annual steps rather than immediately introduces a risk that action to restore solvency is insufficient in the early years of the process. The Administering Authority's policy is to discuss the risks inherent in each situation with the Fund Actuary and to limit the number of permitted steps to three annual steps. In exceptional circumstances further steps may be permitted but the total is highly unlikely to exceed six annual steps.

Admission Bodies Ceasing

Admission agreements for Transferee Admission Body contractors are assumed to expire at the end of the contract.

Admission agreements for other employers are generally assumed to be open-ended and to continue until all the benefits have been paid in full. Contributions, expressed as capital payments, can continue to be levied after all the employees have retired. These admission agreements can however be terminated at any point subject to the terms of the agreement.

The Fund, however, considers any of the following as triggers for the termination of an admission agreement:

- Last active member ceasing participation in the LGPS;
- The insolvency, winding up or liquidation of the admission body;
- Any breach by the Admission Body of any of its obligations under the agreement that they have failed to remedy to the satisfaction of the Fund;
- A failure by the admission body to pay any sums due to the Fund within the period required by the Fund; or
- The failure by the admission body to renew or adjust the level of the bond or indemnity or to confirm appropriate alternative guarantor as required by the Fund.

In addition either party can voluntarily terminate the admission agreement by giving the appropriate period of notice as set out in the admission agreement to the other party (or parties in the case of a Transferee Admission Body).

If an Admission Body's admission agreement is terminated, the Administering Authority instructs the Fund actuary to carry out a special valuation to determine whether there is any deficit.

The assumptions adopted to value the departing employer's liabilities for this valuation will depend upon the circumstances. For example:

- a) For Transferee Admission Bodies, the assumptions would be those used for an ongoing valuation to be consistent with the assumptions used to calculate the initial transfer of assets to accompany the active member liabilities transferred.
- b) For admission bodies that are not Transferee Admission Bodies whose participation is voluntarily ended either by themselves or the Fund, or which triggers a cessation event, the Administering Authority must look to protect the interests of other ongoing employers and will require the actuary to adopt

valuation assumptions which, to the extent reasonably practicable, protect the other employers from the likelihood of any material loss emerging in future. Where there is a guarantor, the cessation valuation will normally be calculated using an ongoing valuation basis appropriate to the investment strategy. Where a guarantor does not exist then, in order to protect other employers in the Fund, the cessation liabilities and final deficit will normally be calculated using a “gilts cessation basis” with no allowance for potential future investment outperformance and with an allowance for further future improvements in life expectancy. This approach results in a higher value being placed on the liabilities than would be the case under a valuation on the ongoing funding basis and could give rise to significant payments being required.

- c) For Admission Bodies with guarantors, it is possible that any deficit could be transferred to the guarantor in which case it may be possible to simply transfer the former Admission Bodies members and assets to the guarantor, without needing to crystallise any deficit.

Under (a) and (b), any shortfall would be levied on the departing Admission Body as a capital payment.

In the event that the Fund is not able to recover the required payment in full directly from the Admission Body or from any bond or indemnity or guarantor, then:

- a) In the case of Transferee Admission Bodies the awarding authority will be liable. At its absolute discretion, the Administering Authority may agree to recover any outstanding amounts via an increase in the awarding authority’s contribution rate over an agreed period.
- b) In the case of admission bodies that are not Transferee Admission Bodies and have no guarantor, the unpaid amounts fall to be shared amongst all of the employers in the Fund. This will normally be reflected in contribution rates set at the formal valuation following the cessation date.

As an alternative to (b) above where the ceasing Admission Body is continuing in business, the Fund, at its absolute discretion, reserves the right to enter into an agreement with the ceasing Admission Body to accept an appropriate alternative security to be held against any funding deficit and to carry out the cessation valuation on an ongoing valuation basis. This approach would be monitored as part of each triennial valuation and the Fund reserves the right to revert to a “gilts cessation basis” and seek immediate payment of any funding shortfall identified.

Early Retirement Costs

Non Ill Health retirements

The Actuary’s funding basis makes no allowance for premature retirement except on grounds of ill-health. Employers are required to pay additional contributions wherever an employee retires before attaining the age at which the valuation assumes that benefits are payable.

It is assumed that members’ benefits on age retirement are payable from the earliest age that the employee could retire without incurring a reduction to any part of their benefit and without requiring their employer’s consent to retire. Members receiving their pension unreduced before this age other than on ill-health grounds are deemed

to have retired “early”.

The additional costs of premature retirement are calculated by reference to these ages.

Employers must make these additional contributions as a one off payment to the fund immediately on awarding the early retirement. The exception to this rule are statutory bodies with tax raising powers, where, depending on the circumstances, the Administering Authority may at its absolute discretion agree to spread the payment over a period not exceeding 3 years. In any event the spread period cannot exceed the period to the member’s normal retirement date if this is shorter than 3 years.

Ill health monitoring

The Fund will monitor each employer’s, or pool of employers, ill health experience on an ongoing basis. If the cumulative cost of ill health retirements in any financial year exceeds the allowance at the previous valuation, the employer will be charged additional contributions on the same basis as apply for non ill-health cases.

New Admitted Bodies

The Fund requires the following from any potential Admission Bodies wishing to join the Fund.

Transferee Admission Bodies will be required to have a guarantee from the transferring scheduled body and also provide a bond if requested by the awarding authority and/or the Administering Authority. The bond is required to cover some or all of the following:

- the strain cost of any redundancy early retirements resulting from the premature termination of the employer’s contract
- allowance for the risk of asset underperformance
- allowance for the risk of a fall in gilt yields

The Fund may also require employers to include their current deficit within the bond amount. The bond amount will be reassessed by the Fund actuary on an annual basis.

The Administering Authority will only consider requests from Community Admission Bodies to join the Fund if they are sponsored by a scheduled body with tax raising powers, guaranteeing their liabilities, and also provide a bond if requested.

These measures reduce the risk to the Fund of potentially having to pick up any shortfall in respect of Admission Bodies.

[Links to investment policy set out in the Statement of Investment Principles](#)

The Authority has produced this Funding Strategy Statement having taken an overall view of the level of risk inherent in the investment policy set out in the Statement of Investment Principles and the funding policy set out in this Statement.

The Administering Authority will continue to review both documents to ensure that the overall risk profile remains appropriate including, where appropriate, asset liability modelling or other analysis techniques.

Future monitoring

The Administering Authority plans to review this statement annually, and as part of the triennial valuation process unless circumstances arise which require earlier action.

The Administering Authority will discuss with the actuary the impact on the funding position of any significant changes that have arisen to determine whether interim valuations or any other action needs to be taken.



Haverling
LONDON BOROUGH

STATEMENT OF INVESTMENT PRINCIPLES

JULY 2013

STATEMENT OF INVESTMENT PRINCIPLES

London Borough of Haverling Pension Fund ('the Fund')

Background

Legislation

The Local Government Pension Scheme (Management and Investment of Funds) Regulations 1999 as amended require Local Authority Pension Funds to prepare a Statement of Investment Principles (SIP) and to review it at least every three years and without delay after any significant change in investment policy. They are also required to set out a Statement of Compliance with the six Principles of Investment Management contained in the CIPFA document "Principles for Investment Decision Making and disclosure" published in December 2009.

In preparing this Statement, the Pensions Committee has considered advice from the Investment Practice of Hymans Robertson LLP.

In relation to the Myners Code of Conduct for Investment Decision Making, the extent of the Fund's compliance with this voluntary code is summarised in the Appendix to this statement.

Purpose and Scope of Scheme

The London Borough of Havering is the Administering Authority for the London Borough of Havering Pension Fund. The Fund is part of the Local Government Pension Scheme (LGPS) and provides death and retirement benefits for all eligible employees and their dependants. It is a final salary defined benefit Pension Scheme, which means that benefits are payable based on the employees' final salary. All active members are required to make pension contributions which are based on a fixed percentage of their pensionable pay as defined in the LGPS regulations. Following the changes to the benefit structure of LGPS Schemes from 1 April 2008, active members previously paying contributions of 6% will pay banded rates between 5.5% and 7.5% depending on their level of full-time equivalent pay. Manual workers in employment before 1st April 1998 who previously had a protected 5% rate are subject to transitional rates.

The London Borough of Havering is responsible for the balance of the costs necessary to finance the benefits payable from the Fund by applying employer contribution rates, determined from time to time (but at least triennially) by the Fund's actuary.

The London Borough of Havering has a direct interest in the investment returns achieved on the Fund's assets, but the benefits paid to pensioners are not directly affected by investment performance.

Pensions Committee

A dedicated group of Councillors (the "Pensions Committee") has been set up to deal with the majority of the Fund's investment issues. Major investment decisions will be referred for consideration to the Pensions Committee. The Pensions Committee is made up of elected representatives of The Council who each have voting rights and Trade Union and Employer representatives who have observer status. Scheduled and admitted bodies may appoint one representative who is entitled to attend the meetings

of the Pensions Committee on their behalf. Voting rights were assigned to this representative at a Full Council meeting on the 28 March 2012. The Pensions Committee reports to Full Council and has full delegated authority to make investment decisions. The Pensions Committee decides on the investment policies most suitable to meet the liabilities of the Havering Pension Fund and has ultimate responsibility for the governance of the Fund including Investment Strategy.

In particular, the Pensions Committee has duties that include:

- Monitoring the investment performance of the Fund on a quarterly basis;
- Determining overall objectives and strategy;
- Ensuring compliance with legislative requirements;
- Receiving the triennial valuation prepared by the Funds actuary with recommended contribution levels;
- Determining asset allocation and benchmarking;
- Appointment of Investment Managers.

The Pensions Committee is set up under the Local Government Act so that, where necessary, it can exercise decision-making powers. The Pensions Committee meets at least four times per year to hear reports from its officers, investment managers, actuary, investment adviser and performance measurement provider. Additional meetings are held as required in particular to ensure the appropriate Councillor training.

The Pensions Committee also receives and considers advice from executive officers of the Council and, as necessary, from its appointed external investment adviser (including specific investment advice), the actuary to the Fund and its investment managers.

The Regulations state that the Administering Authority must, when formulating its investment policy, have regard to the advisability of investing fund money in a wide range of investments and to the suitability of particular investments and types of investments.

Fund Objective

The purpose of the Fund is:

1. To pay out monies in respect of scheme benefits, transfer values, costs, charges and expenses;
2. To receive monies in respect of contributions, transfer values and investment income.

The overriding aims of the Fund as set out in the Funding Strategy Statement are as follows:

- To ensure that sufficient resources are available to meet all liabilities as they fall due.
- To enable employer contribution rates to be kept as nearly constant as possible and at a reasonable cost to the Scheduled bodies, Admitted bodies and to the taxpayers.
- To manage employers' liabilities effectively.
- To maximise the income from investments within reasonable risk parameters.

For active members, benefits are based on service completed but take account of future salary increases. The value of liabilities is calculated consistently on the on-going basis set out in the formal report of the Fund's Actuary on the actuarial valuation carried out as at 31 March 2010. The fund's performance is monitored quarterly by the Pensions Committee and the funding position is formally reviewed at each triennial actuarial valuation or unless circumstances arise which require earlier action.

Investment Objectives

In framing investment strategy, it is recognised that the Committee has the long-term objective of being 100% funded on the current funding basis (i.e. with liabilities discounted at a rate of 1.8% p.a. in excess of gilt yields). The Committee is currently targeting to achieve this objective over the period to 2030.

The Committee wishes to pursue an investment strategy that retains at least a 60% chance of achieving this long-term objective. They have recognised that, over the ten year period from 31 March 2012, the required return from the Fund's assets to get "back on track" is around 6.5% p.a. more than the growth in the Fund's liabilities.

The Committee acknowledges this objective to be challenging and will therefore use this as a point of reference, rather than an explicit target. The Committee will monitor the development of the Fund's funding level on at least an annual basis to ensure the Fund remains on track and to identify any potential actions needed.

Based on advice from their Investment Adviser and a detailed review of strategy undertaken during 2012, the Committee has adopted a flexible investment strategy that reflects the following principles:

- Growth: The Committee recognises that a high allocation to "growth" assets/strategies is needed to achieve the long-term objective.
- Control: The Committee recognises that diversification can provide some protection against changing market conditions but that systemic risk cannot be diversified. The Committee therefore believes that greater dynamism within the investment strategy is desirable in order that the underlying strategy can be changed in response to changing market conditions
- Income: The Committee recognises the emerging gap between income and benefit expenditure and hence the need to draw on investment income.

All day to day investment decisions have been delegated to a number of authorised investment managers. The strategic benchmark is reflected in the choice and mix of funds in which the Fund invests. The Fund's benchmark is consistent with the Pensions Committee's collective view on the appropriate balance between seeking an enhanced long-term return on investments and accepting greater short-term volatility and risk.

Asset Allocation

To achieve their objectives the Pensions Committee has agreed upon the following benchmark allocation:

Asset class	Interim	Current	Target
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	Allocation Dec 12	Allocation Mar 13	Allocation July 13
UK/Global Equity	55%	24	25%
Multi Asset strategies	-	35	35%
Absolute Return strategies	15%	15	15%
Property	10%	6	5%
Gilts/Investment grade bonds	20%	20	17%
Infrastructure	0%	0	3%

Equity allocations will be managed using a combination of active and passive strategies. All other allocations will be managed on an active basis. The multi asset strategies will be permitted to invest in a range of asset classes. However, it is not expected that the underlying asset allocation in these strategies will remain static over time.

The Committee has agreed to introduce an allocation to local infrastructure. The prospective investment is an amount of up to £15 million and based on 31 March 2013 levels would be rounded to 3%. Allocations to infrastructure will be introduced as opportunities are identified. Each opportunity will be funded through the payment of additional contributions to the Fund rather than by reallocating existing assets.

The underlying target return of this strategy over the next 10 years is at least the return on long dated index linked gilts plus 3.5% p.a, and allows for the expected returns from the asset classes plus a conservative allowance for performance for active manager skill.

Choosing Investments

The Pensions Committee has appointed investment managers who are authorised under the Financial Services and Markets Act 2000 to undertake investment business. The Pensions Committee have given the investment managers specific directions as to the asset allocation but investment choice has been delegated to these managers subject to their respective benchmarks and asset guidelines. The allocation of assets to each manager is as follows:

Mandate	% of Interim Allocation Dec 2012	% of Target Allocation Jul 2013	Manager	Benchmark	Target
Property	10%	5%	UBS	IPD All balanced (property) Fund's median	To outperform the benchmark
UK Equities (Active)	17%	0%	Standard Life	FTSE All Share	+2% net of fees
Global Equities (Active)	17%	17%	Baillie Gifford	MSCI All Countries Index	+2.5% net of fees
Global Equities (Passive)	21%	8%	State Street Global Assets	Composite	To track the benchmark (gross of fees)
Investment grade bonds	20%	17%	Royal London Asset Management	Composite	+0.75% net of fees
Absolute Return	15%	15%	Ruffer	UK bank deposit rate	To outperform the benchmark (net of fees)
Multi Asset	0%	20%	Barings	UK bank deposit rate	To outperform the benchmark (net of fees)
Multi Asset	0%	15%	Baillie Gifford	UK bank deposit rate	To outperform the benchmark (net of fees)
Infrastructure	0%	3%	Unallocated	-	-

From time-to-time, particularly when implementing the changes to the strategic asset allocation, when markets are volatile or when dealing costs are high, the Committee may deviate from the long-term strategy on a temporary basis.

The Committee recognises that, while it is impossible to predict short-term market movements, it should use its reasonable judgement in such circumstances. For example, this could be applied with the aim of avoiding excessive dealing costs or reducing the impact of adverse market movements by spreading changes over a number of dealing dates. In doing so, the Committee also recognises that the Fund is intended to meet the liabilities as they emerge over the longer term and hence the normal default position is to be fully invested broadly in line with the strategic benchmark.

Fees

UBS is remunerated by a fixed management fee and the expenses inherent in the management of the pooled property fund. All other fund managers are remunerated by an ad valorem scaled fee based on the market value at quarter end of the assets under management.

Investment Responsibilities

Responsibilities of the Pensions Committee

- Overall investment strategy and strategic asset allocation with regard to the suitability and diversification of investments;
- Monitoring compliance with this Statement of Investment Principles and reviewing its contents;
- Appointing investment managers, an independent custodian, the Fund actuary, external independent advisers and investment adviser;
- Reviewing investment manager performance against established benchmarks on a regular basis;
- Reviewing the investment managers' expertise and the quality and sustainability of their investment process, procedures, risk management, internal controls and key personnel;
- Reviewing policy on social environmental and ethical matters and on the exercise of rights, including voting rights
- Reviewing the investments over which they retain control and to obtaining written advice about them regularly from the investment adviser. The Pensions Committee will also obtain written advice from the investment adviser when deciding whether or not to make any new investments or to transfer or redistribute assets within the mandates, whether due to market movements or other factors;
- Rebalancing the assets with reference to trigger points. When the Fund allocation deviates by 5% or more from the strategic allocation, the assets will be rebalanced back to within 2.5% of the strategic asset allocation. In exceptional circumstances, when markets are volatile or when dealing costs are unusually high, the Committee may decide to suspend rebalancing temporarily. The priority order for funding rebalancing is to first use surplus cash, followed by dividend and or interest income and lastly using sales of overweighted assets. The Pensions Committee will seek the written advice of the investment adviser with regard to rebalancing and detailed distribution of cash or sale proceeds.

The Pensions Committee is advised by The Council's Executive Officers, who are responsible for:

- Ensuring compliance with statutory requirements and the investment principles set out in this document and reporting any breaches to the Pensions Committee;
- Management of surplus cash, which is lent through the money markets in accordance with the Council's Treasury Management Code of Practice. Performance is measured against the 7-day London Interbank Bid (LIBID) rate;
- Investment accounting and preparing the annual report and accounts of the fund;
- Ensuring proper resources are available for the Council's responsibilities to be met.

The Investment Managers are responsible for:

- The investment of pension fund assets in compliance with the legislation and the detailed investment management agreements;
- Tactical asset allocation around the managers' strategic benchmark as set by the Pensions Committee;
- Stock selection within asset classes;
- Voting shares in accordance with agreed policy;
- Preparation of quarterly reporting including a review of past investment performance, transaction costs and future investment strategy in the short and long term;
- Attending meetings of the Pensions Committee and officers of the council as required.

The Independent Custodian is responsible for:

- Provision of monthly accounting data summarising details of all investment transactions during the period;
- Providing investment transaction details in a timely manner to the independent performance measurers;
- Safe custody and settlement of all investment transactions, collection of income, withholding tax reclaims and the administration of corporate actions;
- The separation of investment management from custody is paramount for the security of the assets of the Fund.

The Actuary is responsible for:

- Undertaking a triennial valuation of the Fund's assets and liabilities and interim valuations as required, including those to enable compliance with the reporting standard FRS17/IAS19;
- Advising on the rate of employer contributions required to maintain appropriate funding levels;
- Providing advice on the admission and withdrawal of employers to the scheme, including external employers following externalisation of services;
- Preparing the Funding Strategy Statement.

The Independent Measurers are responsible for:

- Providing the Pensions Committee and the Council's executive officers with comparative information on the Fund's performance relative to other funds and the relative performance of different types of investments.

The Investment Adviser is responsible for:

- Advising on the investment strategy of the fund and its implementation;
- Advising on the selection of investment managers, and the custodian;
- Providing investment information, investment advice¹ and continuing education to the Pensions Committee and the executive officers;
- Independent monitoring of the investment managers and their activities.

¹ The Investment Adviser is authorised by and registered with the Financial Services Authority for the provision of investment advice.

The Investment Adviser is remunerated by way of time cost fees and fixed fees within an agreed annual budget.

The Auditor

- The Fund is audited annually by the auditors appointed by the Audit Commission. The financial year end is 31st March.

The Historic Position of Fund

The Fund is unlikely to be fully funded for several years. This has arisen for a number of reasons including:

- The reduction in the funding level to 75% of liabilities as a result of government regulations prior to the introduction of the community charge:
- The cost of the redundancy programme in the mid 1990's.
(Note that since 1998 redundancies and early retirements are a charge on departmental cost centres and external employers rather than the Pension Fund).
- Overall investment returns since 1998 falling short of those anticipated in the funding strategy adopted from time to time.
- Longevity improving at a faster rate than anticipated.

At the last triennial valuation (at 31st March 2010) the funding ratio was 61%.

The Administering Authority is obliged to prepare a Funding Strategy Statement (FSS), which is published on the Council's web site at www.haverling.gov.uk (select Services select 'Council and Democracy', select Pension Fund). This outlines the method by which the Fund aims to return to an acceptable level of funding. This is expected to be achieved by a combination of increased contributions to the Fund, and achieving good long-term investment returns following the implementation of the new investment strategy in 2012.

Review

- The investment strategy is reviewed by the Pensions Committee, at least every three years following the actuarial valuation results or when changes are required.
- The current review is based on the Actuarial Valuation 2010, a subsequent interim assessment of the valuation in 2012 and a review and on-going advice on asset allocation from the Fund's Investment Adviser during 2012.

Reporting

The investment performance of the individual managers is reported to the Pensions Committee and Officers quarterly. Reports are received from the fund's performance measurers and investment advisers, along with executive summaries from each investment manager including details of any voting undertaken in that quarter.

Risk

The Fund is exposed to a number of risks which pose a threat to the Fund meeting its objectives. The principal risks affecting the Fund are:

Funding risks:

- Financial mismatch – 1. The risk that Fund assets fail to grow in line with the developing cost of meeting Fund liabilities. 2. The risk that unexpected inflation increases the pension and benefit payments and the Fund assets do not grow fast enough to meet the increased cost.
- Changing demographics – The risk that longevity improves at a rate faster than that assumed and other demographic factors change increasing the cost of Fund benefits.
- Systemic risk - The possibility of an interlinked and simultaneous failure of several asset classes and/or investment managers, possibly compounded by financial 'contagion', resulting in an increase in the cost of meeting Fund liabilities.

The Committee measures and manages financial mismatch in two ways. As indicated above, it has set a strategic asset allocation benchmark for the Fund. It assesses risk relative to that benchmark by monitoring the Fund's asset allocation and investment returns relative to the benchmark.

In 2012, following the 2010 Actuarial Valuation and a full review of investment strategy commissioned from the Fund's investment adviser, the Pension Committee agreed to revise the investment strategy. The underlying allocation to growth assets following the review is: 80% in a mixture of equities, property and alternative assets/strategies with the remaining 20% in lower volatility bonds. Although this is not in line with a liability-matched position, it is intended to grow the value of the assets at a managed level of risk with manageable long-term costs for the Council.

The Committee keeps under review mortality and other demographic assumptions which could influence the cost of the benefits. These assumptions are considered formally at the triennial valuation.

The Committee seeks to mitigate systemic risk through a diversified portfolio but it is not possible to make specific provision for all possible eventualities that may arise under this heading.

Asset risks

- Concentration - The risk that significant allocation to any single asset category and its underperformance relative to expectation would result in difficulties in achieving funding objectives.
- Illiquidity - The risk that the Fund cannot meet its immediate liabilities because it has insufficient liquid assets.
- Manager underperformance - The failure by the fund managers to achieve the rate of investment return assumed in setting their mandates.

The Committee manages asset risks as follows:

It provides a practical constraint on Fund investments deviating greatly from the intended approach by setting itself diversification guidelines and by investing in a range of investment mandates each of which has a defined objective, performance benchmark and manager process which, taken in aggregate, constrains risk within the Committees' expected parameters.

The use of multi-asset and absolute return mandates recognises the expectation that risk will vary over time. By permitting the investment manager to not only invest in a diverse range of asset classes, but to vary the underlying asset distribution as market conditions change, the Committee expects that the pattern of returns will be smoothed.

By investing across a range of assets, including quoted equities and bonds; the Committee has recognised the need for some access to liquidity in the short term.

In appointing several investment managers and making appropriate use of passive management, the Committee has considered the risk of underperformance by any single investment manager.

Other provider risk

- Transition risk - The risk of incurring unexpected costs in relation to the transition of assets among managers. When carrying out significant transitions, the Committee takes professional advice and considers the appointment of specialist transition managers.
- Custody risk - The risk of losing economic rights to Fund assets, when held in custody or when being traded.
- Credit default - The possibility of default of a counterparty in meeting its obligations.

The Committee monitors and manages risks in these areas through a process of regular scrutiny of its providers and audit of the operations they conduct for the Fund.

Investments

The powers and duties of the Fund to invest monies are set out in the Local Government Pension Scheme (Management & Investment Funds) Regulations 1998. The Fund is required to invest any monies which are not required to pay pensions and other benefits and in so doing take account of the need for suitable diversified portfolio investments and the advice of persons properly qualified (including officers) on investment matters.

Types of Investment

In broad terms investments may be made in accordance with the investment regulations in equities, fixed interest and other bonds and property and in the UK and overseas markets. The regulations specify other investment instruments may be used e.g. financial futures, traded options, insurance contracts, stock lending, sub-underwriting contracts, although historically it has not been the practice of the Fund to participate in these. Any limitations on the use of these instruments will be included within the Investment Management Agreements (IMA's) or equivalent pooled fund rules.

The investment regulations also specify certain limitations on investments.

The Pensions Committee has set out control ranges and restrictions for the Fund's investments. These control ranges and restrictions have been considered when setting the benchmarks for each Manager.

Investment Management

The Investment Managers are each bound by either an Investment Management Agreement (IMA) or, in the case of investment in pooled funds, the relevant Fund Documentation that takes account of:

- The benchmark set, and the allocation of assets within this benchmark;
- Cash needs;
- Risk tolerances;
- The policies on Corporate Governance and Socially Responsible Investment, given later in this document.

The Investment Manager must also select the appropriate types of investment as defined in the Regulations.

Investment Manager Controls

The Investment Managers are authorised and regulated by the Financial Services Authority (FSA), and must comply with the regulations contained within the Financial Services and Markets Act 2000 (FSMA 2000). Under these regulations, the manager must ensure that suitable internal operating procedures and risk frameworks are in place. FSMA is designed to provide a Fund such as this with an adequate level of protection, and the Investment Managers are obliged to meet their obligation imposed by this act.

The mandates set for the Investment Managers contain controls to ensure compliance with best practice and regulations. Controls on cash levels and transfers of cash and assets are also set within the IMA's or equivalent pooled fund rules.

Social Environmental and Ethical Considerations

The Pensions Committee has considered socially responsible investment in the context of its legal and fiduciary duties, and the view has been taken that, while the non-financial factors should not drive the investment process to the detriment of the financial return of the Fund, it is appropriate for the Investment Manager to take such factors into account when considering particular investments.

Over the longer term, the Pensions Committee requires the Investment Manager(s) to consider, as part of the investment decisions, socially responsible investment issues and the potential impact on investment performance. Beyond this, the Investment Manager(s) has full discretion with the day to day decision making.

Corporate Governance and Voting Policy

Corporate Governance Policy

‘The policy of the Havering Pension Fund is to accept the principles laid down in the Combined Code as interpreted by the Institutional Shareholders Committee ‘Statement of Principles’.

In making investment decisions the Council will, through its Pension Fund Investment Manager(s), have regard to the economic interests of the Pension Fund as paramount and as such:

1. Will vote at all general meetings of UK companies in which the Fund is directly invested.
2. Will vote in favour of proposals that enhance shareholder value.
3. Will enter into timely discussions with management on issues which may damage shareholders’ rights or economic interests and if necessary to vote against the proposal.
4. Will take a view on the appropriateness of the structure of the boards of companies in which the Fund invests.
5. Will take a view on the appropriateness of the remuneration scheme in place for the directors of the company in which the Fund invests

Beyond this, the Council will allow its Investment Manager(s) full freedom with the day to day decision making.

The Pensions Committee will, where appropriate,

1. Receive quarterly information from the Investment Manager, detailing the voting history of the Investment Manager on contentious issues.
2. Consider a sample of all votes cast to ensure they are in accordance with the policy and determine any Corporate Governance issues arising.
3. Receive quarterly information from the Investment Manager, detailing new investments made.

Stock Lending

The Committee has considered its approach to stock lending, taking advice from its investment adviser. After consideration of that advice, the Committee has decided only to permit stock lending by the Fund’s passive equity manager, State Street.

State Street has agreed to indemnify the Fund against any loss arising from insufficient collateral being posted as part of its stock lending programme.

The Committee will review its policy on stock lending from time to time.

Consultation and Publication

The Council has reviewed the Statement of Investment Principles in association with the Fund’s Investment Adviser and has also consulted with the employers of the fund, employee representatives and all fund managers through written correspondence.

A copy of this document together with the Myner's Statement of Compliance has been published on the Council's website www.havering.gov.uk (select Services, select Council and Democracy, select Pension fund).

The Statement of Investment Principles will be reviewed at least annually and a revised version issued as soon as any significant change occurs. Any comments and suggestions will be considered. Please contact the Pension Fund Accountant with your views at info@havering.gov.uk .

MYNERS Principles for Investment Decision Making

The Pensions Committee will regularly review the Scheme's compliance with this Statement of Investment Principles.

The Action the Council has taken to meet the recommendations made in the Myner's report has been updated to March 2013 and is available as an appendix to this statement.

<u>Principle</u>	<u>Best Practice Guidance (CIPFA)</u>	<u>Havering Position/Compliance</u>
<p>1. Effective decision-making</p> <p>Administrating authorities should ensure that :</p> <p>(a) Decisions are taken by persons or organisations with the skills, knowledge, advice and resources necessary to make them effectively and monitor their implementation; and</p> <p>(b) those persons or organisations have sufficient expertise to be able to evaluate and challenge the advice they receive, and manage conflicts of interest</p>		SUMMARY: FULLY COMPLIANT
	<p>1) Administering authorities should have a designated group of elected members appointed to a committee to whom responsibility for pension fund activities have been assigned.</p>	<p>A designated group of elected members have been appointed to a Pensions Committee who are responsible for pension fund functions, as specified in the Council's constitution (Part 2).</p>
	<p>2) Roles of the officers with responsibility for ensuring the proper running of the administration authority's and the committee's business should be set out clearly. The rules drawn up should provide a framework for the committee's code of business and include a process for the declaration of conflicts of interest.</p>	<p>Roles of the officers with responsibility for the running of the administrating authority's and the committee's business is specified in the Council's constitution (Part 3). Declarations of interests are considered at the start of each committee meeting.</p>
	<p>3) The committee should be governed by specific terms of reference, standing orders and operational procedures that define those responsible for taking investment decisions, including officers and/or external investment managers.</p>	<p>The Pensions Committee is governed by specific terms of reference and is specified in the Council's constitution (Part 3), officer functions are also specified (Part 3).</p>
	<p>4) The process of delegation should be described in the constitution and record delegated powers relating to the committee. This should be shown in a public document, such as the statement of investment principles.</p>	<p>The delegation process for the running of the pension scheme is specified in the Council's constitution (Part 3). The Council's constitution is available via the Council's website at www.havering.gov.uk; follow links council and democracy, constitution. The Statement of Investment Principles (SIP) also includes the delegated functions to the Pensions Committee.</p>
	<p>5) In describing the delegation process, roles of members, officers, external advisors and managers should be differentiated and specified.</p>	<p>Roles of members, officers, external advisors and managers are specified in the SIP.</p>
	<p>6) Where possible, appointments to the committee should be based on consideration of relevant skills, experience and continuity.</p>	<p>Where possible, appointments made to the committee are based on consideration of relevant skills, experience and continuity.</p>

<u>Principle</u>	<u>Best Practice Guidance (CIPFA)</u>	<u>Having Position/Compliance</u>
	7) The committee should ensure that it has appropriate skills, and is run in a way designed to facilitate effective decision making. It should conduct skills and knowledge audits of its membership at regular intervals. The adoption of a training plan and an annual update of training and development needs would represent good practice to demonstrate that the committee is actively managing the development of its members. A statement should appear in the annual report describing actions taken and progress made.	Structured training of elected members ensures that members are proficient in investment issues. The Council incorporates training within its forward looking business plan for the fund. Forward looking business plan is presented at the first Pensions Committee meeting of the financial year and reported in the Pension Fund Annual Report. Members agreed to completing the CIPFA's Knowledge and Skills self-assessment of training needs. The training plan incorporates the outcomes of the self-assessments.
	8) The committee review its structure and composition regularly and provide each member with a handbook containing committee's terms of reference, standing orders and operational procedures. It is good practice to establish an investment or other subcommittee to provide focus on a range of issues.	Council recommends that the membership of the Pensions Committee remains static for the life of their term in office to facilitate knowledge continuity and helps to maintain expertise within the committee. Elected members are provided with a copy of their roles and responsibilities. The committee has not established any subcommittees as the Pensions Committee focuses only on the activities of the pension fund.
	9) The committee may wish to establish subcommittees or panels to take responsibility for progressing significant areas of activity between meetings.	The Council does have a pension panel that exercises discretions within the LGPS and deals with the Internal Dispute Resolution Procedure regulations.
	10) The committee should obtain proper advice from suitably qualified persons, including officers. The CFO should assess the need for proper advice and recommend to the committee when such advice is necessary from an external advisor. The committee should ensure that it has sufficient internal and external resources to carry out its responsibilities effectively.	The Pensions Committee has appointed two advisors – Investment Advisor and Actuarial Advisor. The Pension Fund Accountant provides in house support to members. The Pension committee is also supported by the Director of Finance and commerce and the Council's pension administration and payroll sections. Internal and external resources are considered as part of the business plan.
	11) Allowances paid to elected members should be set out in a published allowances scheme and reviewed regularly.	Members of the Pensions Committee expenses are reimbursed in line with the Council's constitution (Part 6 -'Members Allowance Scheme').

<u>Principle</u>	<u>Best Practice Guidance (CIPFA)</u>	<u>Havering Position/Compliance</u>
	12) Employees appointed as member representatives should be allowed adequate time off from normal duties to attend meetings.	Havering Council's conditions of service permits special leave up to a number of specified days for employees who act as a member of a publicly elected body.
	13) Papers and related documentation should be clear and comprehensive, and circulated to members of the committee sufficiently in advance of the meeting.	Committee policy established and ensures that target dates for report clearance and agenda dispatch targets are met. Members receive agendas five working days prior to meeting date.
	14) The CFO should be given the responsibility for the provision of training plan and ensure that members are fully aware of their statutory & fiduciary duties.	The Training Plan is incorporated within the Business Plan and includes a log of training undertaken and attendance. Indicative future training plans are also included in the business plan.
	15) The CFO should ensure that a medium term business plan is created and contains: financial estimates for the investment and administration of the fund, appropriate provision for training, major milestones and issues to be considered, key targets and method of measurement. The business plan should be submitted to the committee for consideration.	The Business Plan is considered by the Pensions Committee and contains: financial estimates for the investment and administration of the fund, appropriate provision for training, major milestones and issues to be considered, key targets and method of measurement. The business plan also incorporates the training plan.
	16) Business plan to review the level of internal and external resources the committee needs to carry out its functions.	Medium term Business Plan is considered by the Pensions Committee. The business plan includes the outcome of an internal review of resources, when appropriate.
	17) Administrating Authorities are required to prepare, publish and maintain statements of compliance against a set of good practice principles for scheme governance and stewardship (Reg 31 2008 regulations).	The Pension Fund prepares, publishes and maintains a statement of compliance against a set of good practice principles. The statement shows the extent to which the administrating authority complies with the principles and is reviewed annually.
	18) Administrating authorities are required to publish a Governance Compliance Statement in accordance with CLG guidance.	The Governance Compliance Statement is available on the Council's website: www.havering.gov.uk (under Council and democracy, council budgets and spending, then Pension Fund) and is included in the Pension Fund Annual Report.

<u>Principle</u>	<u>Best Practice Guidance (CIPFA)</u>	<u>Having Position/Compliance</u>
	19) The fund's Administration Strategy documents should refer to all aspects of the committee's activities relevant to the relationship between the committee and the employing authorities.	In line with regulations, the fund currently does not have an administration strategy; consideration of adopting this strategy is reviewed regularly.
<p>2. Clear objectives</p> <p>(a) An overall investment objective (s) should be set out for the fund that takes account of the scheme's liabilities, the potential impact on local tax payers, the strength of the covenant for non-local authority employers, and these should be clearly communicated to advisors and investment managers.</p>		SUMMARY: FULLY COMPLIANT
	The committee should:	As part of the Valuation process consideration is given, with full consultation of the fund's actuary, to :
	1) demonstrate that in setting an overall objective of the fund it has considered: the fund's liabilities in the context of expected net contribution inflows; the adequacy of the fund's assets to meet its liabilities; the maturity profile of the fund's liabilities and its cash flow situation.	the fund's liabilities in the context of the expected net contribution inflows; adequacy of the assets to meet its liabilities; maturity profile and its cash flows;
	2) consider the nature of membership profiles and financial position of the employers in the fund and decide, on the advice of actuaries, whether or not to establish sub funds.	membership profiles; financial position of the employers and whether or not to establish a sub fund;
	3) seek to include the achievement of value for money and efficiency in its objectives and all aspects of its operation	value for money;
4) with the CFO need to give consideration to the general and strategic impact of the funding levels and employer contribution rates on Council tax levels over time. The responsibility of the actuary to keep employer contribution rates as constant as possible over time is the primary means of achieving this.	and the general and strategic impact of the funding levels and employer contribution rates on Council tax levels over time. The Fund's investment policies and objectives are laid out in the Funding Strategy Statement (FSS).	

<u>Principle</u>	<u>Best Practice Guidance (CIPFA)</u>	<u>Having Position/Compliance</u>
	5) consider its own appetite for risk and that of the employers in the fund when considering advice on the mix of asset classes and on active and passive management. Consider all assets classes currently available to members.	The Pensions Committee considers, in consultation with the fund's investment advisor, its own appetite for risk when setting the investment strategy and considers the mix of asset classes and weighs up the risk v return in considering whether the assets are managed on a passive or active basis. The Investment Strategy currently includes a mix of different asset classes which are managed actively and passively.
	6) take proper advice and should appoint advisors in open competition and set them clear strategic investment performance objectives. The committee should state how the advisors' overall performance will be measured and the relevant short, medium and longer term performance measurement framework. All external procurement should be conducted within the EU procurement regulations and the administrating authority's own procurement rules.	The Pensions Committee appoints external advisors in line with EU procurement rules and the administrating authorities own procurement rules. The committee states how performance is to be measured for the advisors and a service review is undertaken and reported to the committee annually. The contract for the external advisor is tendered on a five year cycle enabling performance to be measured in a competitive environment.
	7) also demonstrate that it has sought proper advice, including from specialist independent advisors, as to how this might be expressed in terms of the expected or required annual return on the fund and how it should be measured against stated benchmarks.	After full consultation with the Council's Actuary and Investment Advisers a clear financial and therefore fully measurable investment objective for the fund has been set.
	8) consider when it would be desirable to receive advice based on an asset/liability study and make appropriate arrangements.	The Pensions Committee commission the fund's investment advisor and actuary to undertake an asset/liability study as appropriate, when compiling the investment strategy.
	9) evaluate the split between equities and bonds before considering any other asset class. It should state the range of investments it is prepared to include and give reasons why some asset classes may have been excluded. Strategic asset allocations decision should receive a level of attention (and, where relevant, advisory or management fees) that fully reflects the contribution they can make towards achieving the fund's investment objectives.	All asset classes were considered as part of the investment strategy review process and the range of investments are included in the Fund's SIP.

<u>Principle</u>	<u>Best Practice Guidance (CIPFA)</u>	<u>Having Position/Compliance</u>
	<p>10) have a full understanding of the transaction-related costs incurred, including commissions, and have a strategy for ensuring that these costs are properly controlled.</p>	<p>Transaction costs are disclosed in the statement of accounts.</p>
	<p>11) Understanding transaction-related costs should be a clear consideration in letting and monitoring a contract and where appropriate, independent and expert advice should be taken, particularly in relation to transition management.</p>	<p>Understanding transaction costs are considered and where appropriate expert advice would be sought. Transaction costs are considered in the decision making process when any changes to the investment strategy are under discussion.</p>
	<p>12) The use of peer group benchmarks should be for comparison purposes only and not to define the overall fund objective.</p>	<p>The committee uses the services of WM Performance Measurers for independent monitoring of performance against benchmarks. Peer group benchmark performance is used for comparison purposes only.</p>

<u>Principle</u>	<u>Best Practice Guidance (CIPFA)</u>	<u>Havering Position/Compliance</u>
<p>3. Risk and liabilities</p> <p>a) In setting and reviewing their investment strategy, administering authorities should take account of the form and structure of liabilities.</p> <p>b) These include the implications for local tax payers, the strength of the covenant for participating employers, the risk of their default and longevity risk.</p>	<p>The committee should:</p> <p>1) set an overall investment strategy for the fund that: represents its best judgement of what is necessary to meet the fund's liabilities given its understanding of the contributions likely to be received from employer (s) and employees; takes account of the committee's attitude to risk, and specifically its willingness to accept underperformance due to market conditions.</p> <p>2) ensure that its investment strategy is suitable for its objectives and takes account of the ability to pay of the employers in the fund.</p> <p>3) consider the extent to which the cash flow from the fund's assets should attempt to match the liabilities and the relevant timing. It should also consider the volatility of returns it is prepared to accept.</p> <p>4) be aware of its willingness to accept underperformance due to market conditions. If performance benchmarks are set against relevant indices, variations in market conditions will be built in, and acceptable tolerances above and below market returns will be stated explicitly. Benchmarks are likely to be measured over periods of up to seven years.</p> <p>5) believe that regardless of market conditions, on certain asset classes, a certain rate of return is acceptable and feasible.</p> <p>6) state whether a scheme specific benchmark has been considered and established and what level of risk, both active and market risk, is acceptable to it.</p>	<p>SUMMARY: MAJORITY COMPLIANT</p> <p>A full investment strategy review was carried out following the actuarial valuation results in 2007 and reassessed following the 2010 Valuation results. The fund has formulated its own asset allocation based on identified liabilities particular to the fund. The Fund's investment strategy was adopted having considered the members attitude to risks and are covered in the SIP and FSS.</p> <p>The Fund in aggregate has a liability related benchmark (strategic benchmark). However for individual mandates, the fund managers have a specific benchmark (tactical benchmark) and a performance target that may be based on broad indices or composites. The targets are shown in the Fund's SIP.</p> <p>Specific benchmarks are considered as part of any investment strategy review and monitored on an on-going basis.</p>

<u>Principle</u>	<u>Best Practice Guidance (CIPFA)</u>	<u>Having Position/Compliance</u>
	7) receive a risk assessment in relation to the valuation of its liabilities and assets as part of the triennial valuations. Where there is reasonable doubt during performance monitoring of the fund about valuation of assets and liabilities the CFO should ensure that a risk assessment is reported to the committee, with any appropriate recommendations for action to clarify and/or mitigate the risks.	The fund receives a risk assessment as part of the Valuation process with full consultation of the fund's Actuary. Performance is monitored and reported to the committee on a quarterly basis and includes recommendations for action where appropriate. Liabilities are only considered as part of the triennial valuations; however cash flow is monitored monthly and reported to committee quarterly.
8) at the time of the triennial valuations, analyse factors affecting long-term performance and receive advice on how these impact on the scheme and its liabilities. The committee should also ask this question of its actuaries and other advisors during discussions on performance.	The external auditor's opinion is included in the Pension Fund Annual Report. Internal control audits for pensions are undertaken annually by internal auditors and are reported to Audit Committee. Any identified issues would be reported to the Pensions Committee. Audited Internal Control reports are submitted by the Investment Managers and checked by officers for matters of concerns.	
9) use reports from internal and external auditors to satisfy itself about the standards of internal control applied to the scheme to its administration and investment operations. Ensuring effective internal control is an important responsibility of the <u>CFO</u> .	The Pension Fund's Statement of Investment Principles should include a description of the risk assessment framework used for potential and existing investments.	Objectives for the overall fund are set having regard to: the advisability of investing fund money in a wide range of investments; the suitability of particular investments and types of investments and the results of asset/ liability modelling.
11) Objectives for the overall fund should not be expressed in terms that have no relationship to the fund's liabilities, such as performance relative to other pension funds, or to a market index.		

<u>Principle</u>	<u>Best Practice Guidance (CIPFA)</u>	<u>Havering Position/Compliance</u>
	<p>12) The Annual Report of the pension fund should include an overall risk assessment in relation to each of the fund's activities and factors expected to have an impact on the financial and reputational health of the fund. This could be done by summarising the contents of a regularly updated risk register. An analysis of the risks should be reported periodically to the committee, together with necessary actions to mitigate risk and assessment of any residual risk.</p>	<p>The Pension Fund currently does not have an overall risk assessment in the form of a risk register, although on-going risks are considered as part of the monitoring process. ACTION: Monitoring risk in the form of a risk register is being developed.</p>

<u>Principle</u>	<u>Best Practice Guidance (CIPFA)</u>	<u>Havering Position/Compliance</u>
<p>4. Performance assessment</p> <p>a) Arrangements should be in place for the formal measurement of performance of the investments, investment managers and advisors</p> <p>b) Administering authorities should also periodically make a formal assessment of their own effectiveness as a decision- making body and report on this to scheme members</p>	<p><u>Investments</u></p> <p>The committee should:</p> <p>1) explicitly consider, for each asset class invested, whether active or passive management would be more appropriate; where it believes active management has the potential to achieve higher returns, set both targets and risk controls that reflect this, giving managers the freedom to pursue genuinely active strategies; if setting limits on divergence from an index, ensure that they reflect the approximations involved in index construction and selection.</p> <p>2) explicitly consider, in consultation with its investment manager (s), whether the index benchmarks are appropriate, and in particular, whether the construction of the index creates incentives to follow sub-optimal investment strategies</p>	<p>SUMMARY: FULLY COMPLIANT</p> <p>During the investment strategy review the Pension Fund considered and adopted its own asset allocation in full consultation with the fund's investment advisors, it considered and initially adopted full active management with appropriate targets and risk controls set. In light of the market events that followed, the Pensions Committee, after assessing the risks, agreed to reduce some of the active management and switch to passive management in relation to UK and overseas equities.</p> <p>Benchmarks are set in agreement with the fund's investment manager (s)</p>
	<p>3) Where active management is selected, divergence from a benchmark should not be so constrained as to imply index tracking (i.e. passive management) or so wide as to imply unconstrained risk.</p>	

<u>Principle</u>	<u>Best Practice Guidance (CIPFA)</u>	<u>Having Position/Compliance</u>
	4) Performance targets in relation to benchmark should be related to clear time periods and risk limits and monitoring arrangements should include reports on tracking errors.	A performance monitoring report are presented to the committee quarterly and covers the latest quarter, rolling one year and three year performance. Where appropriate fund managers will report tracking errors. Each Fund Manager presents their performance reports to the committee on alternate quarters, on each other alternate quarters they meet with officers. This is with the exception of the passive equity manager and the absolute return manager who reports to officers and the committee once a year.
Page 249	5) Although returns will be measured on a quarterly basis a longer time frame (three to seven years) should be used to assess the effectiveness of the fund management arrangements and review the continuing compatibility of the asset/liability profile.	The asset /liability profile is considered at each triennial valuation.
	6) Investment activity in relation to benchmark should be monitored regularly to check divergence and any impact on overall asset allocation strategy.	In addition to officer reports, the investment adviser monitors and reports quarterly to the Pension Committee on performance, personnel, process and organisational issues of fund managers. The fundamental risk of the investment strategy not delivering the required – net of fee- return is measured quarterly in terms of the overall financial objective.
	7) Returns should be obtained from specialist performance agencies independent of the fund managers.	The Pension Fund uses the services of WM performance measurers who independently report against the overall fund and individual manager returns on a quarterly basis. WM returns are monitored against fund manager returns and discrepancies are investigated. WM also produce an annual performance report.

<u>Principle</u>	<u>Best Practice Guidance (CIPFA)</u>	<u>Having Position/Compliance</u>
	8) Investment manager returns should be measured against their agreed benchmark and variations should be attributed to asset allocation, stock selection, sector selection and currency risk, all of which should be provided by an independent performance measurement agency	Each quarter, WM measure fund manager returns against their agreed benchmarks and variations are attributed to asset allocation and stock selection. Relative risk is also measured and the degree of the manager deviating from the benchmark is included in the WM report.
	9) In addition to the overall fund returns the return achieved in each asset class should be measured so that the impact of different investment choices can be assessed (e.g. equities by country, fixed interest by country and type etc.).	The Pension Fund does not measure fund returns on an asset class basis because the focus is on how individual manager performance contributes to the overall fund performance. However the weightings in each asset class are monitored and reported.
	10) The use of peer group benchmarks (such as CIPFA/WM) may not be appropriate for directing a mandate of a manager insofar as they infer a common asset liability structure or investment requirement. Such benchmarks can be used for comparative information.	WM performance returns against peer group benchmarks are used for comparison purposes only.
	11) The mandate represents the instruction to the manager as to how the investment portfolio is to be managed, covering the objective, asset allocation, benchmark, flexibility, risk parameters, performance targets and measurement timescales.	The mandate agreed with the investment manager includes how it is to be managed and covers the objective, asset allocation, benchmark, flexibility, risk parameters, performance targets and measurement timescales.
	<u>Advisors</u>	
	12) The committee should devise a performance framework against which to measure the cost, quality and consistency of advice received from its actuaries. It is advisable to market test the actuarial service periodically.	Annual service assessments are undertaken for the services provided the Fund's actuary and advisors. They are measured against a set of criteria adopted by the Pension Committee.
	13) It is necessary to distinguish between qualitative assessments (which are subjective) and quantitative reviews which require the compilation of series of data and are therefore more long term by nature.	

<u>Principle</u>	<u>Best Practice Guidance (CIPFA)</u>	<u>Havering Position/Compliance</u>
	<p>14) Consultants should be assessed on a number of issues including the appropriateness of asset allocation recommendations, the quality of advice in choosing benchmarks and any related performance targets and risk profiles. The quality and appropriateness of the investment managers that are recommended and the extent to which advisors are proactive and consistent in recommending subsequent changes.</p> <p>15) When assessing managers and advisors it is necessary to consider the extent to which decisions have been delegated and advice heeded by officers and elected members</p>	
Page 251	<p>Decision-making bodies</p> <p>16) The process of self-assessment involves both officers and members of the committee reviewing a range of items, including manager selection, asset allocation decisions, benchmarking decisions, employment of consultants and best value outcomes;</p>	Pensions Committee performance is reviewed as part of the Annual Report. Performance can be measured by the success or otherwise of the strategy put in place and the individual performance of investment managers appointed by the committee, and full compliance with governance requirements including attendance at all training sessions.
	<p>17) The objective of the reviews would be to consider whether outcomes were as anticipated, were appropriate, or could have been improved.</p>	
	<p>18) The committee should set out its expectations of its own performance in its business plan. This could include progress on certain matters, reviews of governance and performance and attendance targets. It should include standards relating to administration of the committee's business such as:</p>	The Business Plan sets out the expectations of the committee.

<u>Principle</u>	<u>Best Practice Guidance (CIPFA)</u>	<u>Havering Position/Compliance</u>
	19) Attainment of standards set down in CIPFA's soon to be published knowledge and skills framework; achievement of required training outcomes; achievement of administrative targets such as dates for issuing agendas and minutes.	Achievement of training outcomes is self-assessed by the Pensions Committee. Targets such as dates for issuing agendas and minutes are strictly adhered to. Achievement of administrative targets is reported in the Pension Fund Annual report.
	20) This assessment should be included in the fund's Annual Report.	The assessment of the committee expectations and training are included in the Annual Report.

<u>Principle</u>	<u>Best Practice Guidance (CIPFA)</u>	<u>Having Position/Compliance</u>
5. Responsible ownership Administrating authorities should: a) adopt, or ensure their investment managers adopt, the Institutional Shareholders' committee Statement of Principles on the responsibilities of shareholders and agents b) include a statement of their policy on responsible ownership in the statement of investment principles c) report periodically to scheme members on the discharge of such responsibilities.		SUMMARY: FULLY COMPLIANT
	1) Policies regarding responsible ownership must be disclosed in the statement of investment principles which must be contained the annual report.	Policies on Social Environmental and ethical considerations are disclosed in the SIP, a copy of which is also included in the Pension Fund Annual Report.
	2) Responsible ownership should incorporate the committee's approach to long term responsible investing including its approach to consideration of environmental, social and governance issues.	The Pension Committee has considered socially responsible investments and the view has been taken that non-financial factors should not drive the investment process to the detriment of the financial return of the fund.
	3) The committee should discuss the potential for consideration of environmental, social and governance issues to add value, in accordance with its policies on responsible investing, when selecting investment managers and in discussing their subsequent performances.	Over the long term, the Pensions Committee requires the investment managers to consider, as part of the investment decisions, socially responsible investment issues and the potential impact on investment performance.
	4) Authorities may wish to consider seeking alliances with either other pension funds in general, or a group of local authority pension funds, to benefit from collective size where there is a common interest to influence companies to take action on environmental, social and governance issues e.g. LAPFF.	
5) It is important to ensure that through the terms of an explicit strategy that an authority's policies are not overridden, negated or diluted by the general policy of an investment manager.	The SIP is distributed to fund managers so that they are aware of the overall strategy. Fund managers are included in the consultation process if there are major changes.	

<u>Principle</u>	<u>Best Practice Guidance (CIPFA)</u>	<u>Having Position/Compliance</u>
	<p>6) Where the exercise of voting action is separated from the investment manager, authorities should ensure that the appropriate investment decision is taken into account by reference to those appointed to manage the investments. Authorities may use the services of external voting agencies and advisors to assist compliance in engagement. Measuring effectiveness is difficult but can only be achieved by open monitoring of action taken</p>	<p>Fund managers have been given delegated authority to vote in accordance with their proxy voting policies. Fund Managers report voting activity quarterly and made available for the Pensions Committee to review.</p>
	<p>7) The committee should ensure that investment managers have an explicit strategy, setting out the circumstances in which they will intervene in a company that is acceptable within the committee's policy.</p>	<p>Consideration of compliance will need to be given for future appointments. For existing investment managers, where applicable they are compliant or work is well underway to becoming compliant.</p>
<p>Page 254</p>	<p>8) The committee should ensure that investment consultants adopt the institutional shareholder committee (ISC) statement of practice relating to consultants.</p>	<p>The ISC is a voluntary code of practice and applies to institutional investors on a comply-or-explain basis. Currently all of the funds investment consultants have adopted the voluntary code.</p>
	<p>9) The ISC's Statement of Principles on the responsibilities of shareholders and agents sets out best practice in relation to their responsibilities in respect of investee companies, in that they will: set out their policy on how they will discharge their responsibilities; monitor the performance of, and establish, where necessary, a regular dialogue with investee companies; intervene where necessary; evaluate the impact of their engagement and report back to clients and beneficial owners.</p>	
	<p>10) The United Nations Environment Programme Finance Initiative (UNEP FI) has published Principles for Responsible Investment (UNPRI) and has encouraged asset owners and asset managers to sign up and commit to the principles</p>	

<u>Principle</u>	<u>Best Practice Guidance (CIPFA)</u>	<u>Havering Position/Compliance</u>
<p>6. Transparency and reporting</p> <p>Administrating authorities should:</p> <p>a) act in a transparent manner, communicating with stakeholders on issues relating to their management of investment, its governance and risks, including performance against stated objectives</p> <p>b) provide regular communication to scheme members in the form they consider most appropriate.</p>	<p>The committee should:</p>	<p>SUMMARY: FULLY COMPLIANT</p>
	<p>1) ensure that its Governance Compliance Statement is maintained regularly. It should actively challenge any non-compliance and be very clear about its reasons for this and be comfortable with the explanations given.</p>	<p>The Governance Compliance Statement is considered and reviewed by the Pensions Committee on an annual basis. Any non-compliance is reported and necessary actions included.</p>
	<p>2) have a comprehensive view of who its stakeholders are and the nature of the interests they have in the scheme and the fund. There should be a clearly stated policy on the extent to which stakeholders will take a direct part in the committee's functions and those matters on which they will be consulted.</p>	<p>The Governance Compliance Statement includes a statement on the extent to which stakeholders will take a direct part in the Pensions Committee's functions. Stakeholders are consulted and notified on major strategic and legalisation matters.</p>
	<p>3) build an integrated approach to its own governance and to communicating this and all other aspects of its work to its stakeholders.</p>	<p>The work of the Pensions Committee is publicly available on the Council's website at www.havering.gov.uk, follow links for council & democracy, committees, then pension committee. There is also a dedicated page on the Council's website for the pension fund under the page for council and democracy. How the work is communicated to its stakeholders is included in the fund's Communication Strategy.</p>
	<p>4) seek examples of good practice from the published reports and communication policies of other pension funds. It should also share examples of its own good practice. The full range of available media should be considered and used as appropriate.</p>	<p>Havering has undertaken partnership working with the London Pension Fund Authority who have developed a website to enable pension sharing best practices across the London boroughs at www.yourpension.org.uk. Havering Pension Fund is also members of the CIPFA Pensions Network and the London Pension Fund Forum which are good sources of sharing best practices.</p>

<u>Principle</u>	<u>Best Practice Guidance (CIPFA)</u>	<u>Having Position/Compliance</u>
	<p>5) compare regularly its annual report to the regulations setting out the required content and, if the report does not fully comply with the requirements, should ensure that an action plan is produced to achieve compliance as soon as possible.</p>	<p>The required content of the Annual Report complies with that stated in the LGPS (Administration) Regulations 2008.</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 256</p>	<p>6) The Funding Strategy (FSS), the Statement of Investment Principles (SIP) and the Governance Compliance Statement are core source documents produced by the fund to explain their approach to investments and risks.</p>	<p>The FSS, the SIP and the Governance Compliance Statement are available on the Council's website at www.havering.gov.uk and are included on a dedicated page for the Pension Fund under the link for council and democracy. This page also includes the pension fund's Communication Strategy. Where applicable reference to all these documents is made in other publications.</p>
	<p>With regard to the FSS and SIP, they should:</p> <p>7) contain delegation process and the roles of officers, members, external advisors and managers should be differentiated. The process by which the overall fund allocation process has been determined and include reference to assumptions as to future investment returns; mandates given to managers should describe fees structures, scale of charges, whether ad valorem or fixed, performance element built in, stating the implications for risk control; copies should be made available and its availability made clear in publications.</p>	<p>The policies includes: the delegation process and the roles of officers, members, external advisors and managers are differentiated; the process by which the fund allocation process has been determined and includes references to assumptions on future returns; mandates given to each manager are described, including fees; and implications for risk control.</p>
	<p>With regard to the Governance Compliance Statement it must include:</p> <p>8) information on whether administrating authority delegates, the whole or part function; if it does delegate must state frequency of meetings, terms of reference, structure and operational procedures. It must also include whether the committee includes representatives of employing authorities and if so, whether they have voting rights.</p>	<p>The Governance Compliance Statement includes information on the administering authorities' delegation process and functions delegated to the Pensions Committee. It also includes the frequency of meetings, terms of reference, structure and operational procedures.</p>

<u>Principle</u>	<u>Best Practice Guidance (CIPFA)</u>	<u>Having Position/Compliance</u>
	<p>9) details of the extent to which it complies with CLG guidance. Where the statement does not comply, reasons must be given. A copy of the statement must be sent to the CLG.</p>	<p>The Governance Compliance Statement also includes a table which shows the extent of compliance with CLG guidance and a copy has been sent to the CLG.</p>
	<p>With regard to the fund's Communication Strategy it must:</p> <p>10) set out the administering authority's policy on: the provision of information and publicity about the scheme to members, representatives of members and employing authorities; the format, frequency and method of distributing such information or publicity; the promotion of the scheme to prospective members and their employing authorities.</p>	<p>The Communication Statement includes: the administering authorities' policy on provision of information and publicity about the scheme, it also includes the format, frequency and method of distribution of such information.</p>

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COUNCIL, 15 JULY 2015

STANDING ADVISORY COUNCIL ON RELIGIOUS EDUCATION (SACRE)

SUBJECT: ANNUAL REPORT 2014/15

SACREs were set up to ensure that religious and moral education was promoted and maintained throughout the nation's education system through both the Primary and Secondary phases.

This was a fairly straight-forward process as most schools were state funded and overseen by local authorities – with a few Voluntary Aided and church, faith and private schools making up the balance. This changed with the advent of the academies and – more recently – with the addition of “free schools” none of which are bound by the legislation under which SACREs operate.

This has seen some quite dramatic changes – particularly marked in the Secondary phase – of education establishments seeking to marginalise the already much diminished RE element of the syllabus (or remove it altogether or subsume it within PHSE) or find ways to minimise its presence. Curiously, this trend is being “bucked” by a number of schools which have strong RE heads of department and heads and principals who are prepared to support them and in these places, RE is thriving and even expanding.

Havering's schools have always been closely supported by its local SACRE, which in turn has been supported both in its funding and through the input of staff from the Education Service and it has sought ways to engage with practitioners and pupils alike in presenting RE in an engaging, informative and holistic manner.

The attached Annual Report from SACRE for the last academic year provides an overview of what has been achieved in the schools across the borough and what SACRE itself has been concerned with. In this last respect, the past year has been dominated by the preparation of the Agreed Syllabus. This document, the central pillar of SACRE's activities, is required, by law, to be reviewed every five years and revised (if necessary). In 2014, SACRE decided to use the opportunity to work with Redbridge's SACRE and produce a joint Syllabus and, by pooling resources, and employing the skills of nationally recognised RE experts, produce a first-class document which would serve both boroughs for the next five years and which could be made available to other local authorities.

The new Joint Agreed Syllabus will be presented to Council later this year and will be launched in late September. After that it will be in place in all the local authority's schools for use from September 2016 and all those academies which elect to use it.

Recommendation:

The Council note the attached Annual Report of SACRE.

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**HAVING
STANDING ADVISORY COUNCIL
ON RELIGIOUS EDUCATION**

ANNUAL REPORT 2014



Chair's Foreword

Once more the report that follows gives testimony to all the hard work that goes on in teaching religious education at all levels in our schools, and the fact that recently SACRE was approached by a school concerned about improving its presentation of the subject is encouraging, as is the revival of meetings of secondary school teachers and the continuation of similar meetings for their primary counterparts. The results for 2014 GCSE courses are also a cause for optimism on the whole, for the numbers sitting this exam have increased by nearly 200 since 2013 and the A*-C grades have remained constant, very close to the national average.

One of the pleasures of last year was the presenting of the Michael Edwards Award for 2013 to Sacred Heart School in Upminster. Sadly there will be no award this year and its future is under discussion. It will be a pity if the memory of this significant figure in the furthering of religious education in Havering is allowed to be forgotten and SACRE is seeking ways to continue the award in some way in the future. I hope that there will be a positive report on this next year.

The Pathways approved syllabus, which has served so well since its introduction in 2007, is now in its final year and the steps to finalising its successor are well advanced. SACRE expects to be discussing planning drafts soon.

The escalation of violence in the world caused by the ignorance and distortion of religion that delude even some of the youth of this country is a reminder of how vital it is to ensure that the children in our schools receive accurate and comprehensive education about the true tenets and teachings of all world faiths so that any perversion of those teachings can be instantly recognised as such. Religious Education is thus not just desirable but essential and the role of SACRE in this light assumes an importance that cannot be over-estimated.

I am pleased to commend this report.

John Lester

(Chair of SACRE)

Observations from the Secondary RE Advisor

The last year has (as usual) been a busy year for secondary Religious Education. A huge highlight locally is the revived meeting of secondary RE teachers. This group of teachers began meeting regularly during 2014. It includes teachers from five local secondary schools (representing academies with and without a faith foundation). This local network group successfully bid for some funding from Culham St Gabriel's Trust to set up a London wide 'RE Hub' with teachers from various inner London boroughs and Essex working together to improve the teaching of RE. This hub will draw together the various local RE teacher groups, universities, and faith and belief communities. The inaugural conference will take place in central London on Saturday March 28th.

The exam reform process for GCSE and A-level Religious Studies began in earnest during 2014 and the consultation attracted lots of interest from teachers and faith communities. The final documents are due out imminently and the examination boards will soon start working on exam specification so that schools can begin teaching these new specifications in 2017.

In 2014 we saw a renewed interest in Religious Education from Government during the discussions concerning British Values, extremism and radicalisation. The lack of quality Religious Education has been commented upon in some recent Ofsted reports. The Religious Education community is keen to see this interest and scrutiny matched by practical support for the subject.

Daniel Hugill

Secondary Adviser to SACRE

Teacher of Religious Education at the Coopers' Company and Coborn School

REPORT ON RE IN EDUCATION FOR THE YEAR 2014:

1. Religious Education (RE)

1.1. Standards in Religious Education

Examination results at GCSE and A Level are monitored as part of the Borough's overall monitoring of standards.

The results for 2014 GCSE courses follow on the next three pages: They are:

Tables A and B: Religious Studies; Exam: GCSE Full Course
Table C: Religious Studies; Exam GCSE AS Level

In 2014 the number of entries for GCSE Religious Studies rose strongly from one in three in 2010 to more than half of pupils on roll at the end of Key Stage 4.

In four schools the uptake has remained largely static with only one school having a downward trend in terms of entries.

With the subject becoming more inclusive in a school's curriculum, attainment has fallen marginally and this reflects national trends.

Subject : Religious Studies ; Exam : GCSE Full Course

Centre	NOR	NOE	A*	A	B	C	D	E	F	G	Q	U	X	A*-C	A*-G	QCA Av Pts
NCER	559506	217K0	9.8	18.7	23.1	19.2	11.9	7.6	4.7	3.0		2.1	[741]	70.7	97.9	41.34
LA Comparator	3065	1539	9.5	19.4	23.2	18.9	12.6	7.7	5.1	2.3		1.2	[4]	71.0	98.8	41.78
Abbs Cross	165	164	14.0	23.8	20.7	30.5	5.5	2.4	1.2	1.8				89.0	100.0	45.34
Bower Park	156	27	3.7	11.1	11.1	14.8	3.7	29.6	18.5	7.4				40.7	100.0	33.78
Brittons	220	116	5.2	8.6	27.6	17.2	18.1	13.8	5.2	2.6		1.7	[1]	58.6	98.3	38.64
Campion	148	146	4.8	17.8	24.7	19.2	13.7	6.2	6.8	3.4		3.4		66.4	96.6	39.49
Chafford	190	185	6.5	15.1	19.5	21.1	14.1	9.2	9.2	2.2		3.2	[1]	62.2	96.8	38.74
Coopers'Co And Coborn	180	179	16.8	27.9	21.8	18.4	8.4	4.5	1.7			0.6		84.9	99.4	46.11
Frances Bardsley	221	218	12.8	19.7	25.7	16.1	9.2	10.1	3.7	2.3		0.5	[1]	74.3	99.5	43.06
Gaynes	169	162	3.1	8.0	15.4	17.9	24.7	12.3	10.5	6.8		1.2	[1]	44.4	98.8	35.47
Hall Mead School	190	50	6.0	48.0	30.0	16.0								100.0	100.0	48.64
Marshalls Park	170	18			50.0	27.8	11.1	5.6		5.6				77.8	100.0	40.33
Redden Court	117	31	6.5	19.4	25.8	19.4	9.7	9.7	9.7					71.0	100.0	41.55
Royal Liberty	118	39		5.1	17.9	23.1	33.3	12.8	7.7					46.2	100.0	36.77
Sacred Heart R.C.	126	125	16.8	32.0	22.4	10.4	11.2	3.2	3.2	0.8				81.6	100.0	46.38
Sanders Draper	192	15		6.7	53.3	6.7	13.3			6.7		13.3		66.7	86.7	36.27
St Edwards CofE Comprehensive	209	64	12.5	21.9	32.8	17.2	12.5	3.1						84.4	100.0	45.72
Total		1539	9.5	19.4	23.2	18.9	12.6	7.7	5.1	2.3		1.2	[4]	71.0	98.8	41.78

Subject: Religious Studies (4610)
Qual: GCSE Full Course

Centre	Entries					%A* - A					%A* - C				
	2010	2011	2012	2013	2014	2010	2011	2012	2013	2014	2010	2011	2012	2013	2014
NCER National	155424	179119	193455	210372	240403	29.0	29.0	29.2	28.9	28.2	72.1	72.0	72.6	72.2	70.4
LA Comparator	1038	1216	1413	1416	1615	36.5	25.2	31.3	29.9	27.7	80.0	70.3	74.1	70.6	69.1
Abbs Cross	0	162	146	168	164		17.9	16.4	23.8	37.8		58.6	66.4	71.4	89.0
Albany	18	23	0	8	0	16.7	4.3		25.0		55.6	43.5		62.5	
Bower Park	13	0	3	26	27	15.4		100.0	11.5	14.8	76.9		100.0	50.0	40.7
Brittons	18	61	89	103	116	27.8	14.8	10.1	3.9	13.8	83.3	77.0	56.2	45.6	58.6
Campion	153	145	156	148	146	32.7	24.1	25.0	32.4	22.6	87.6	82.1	84.0	77.0	66.4
Chafford	184	184	179	163	185	32.1	22.3	18.4	22.1	21.6	77.7	64.7	52.5	62.0	62.2
Coopers'Co And Coborn	36	40	183	179	179	77.8	42.5	62.8	57.5	44.7	100.0	82.5	94.5	92.7	84.9
Dances Bardsley	199	216	190	180	218	36.2	24.1	31.1	22.8	32.6	80.9	67.1	83.2	70.6	74.3
Haynes	9	24	6	13	162	66.7	58.3	100.0	23.1	11.1	100.0	100.0	100.0	69.2	44.4
Mill Mead School	13	13	38	23	50	46.2	92.3	63.2	87.0	54.0	100.0	100.0	97.4	100.0	100.0
Marshalls Park	16	11	16	22	18	37.5	0.0	6.3	31.8	0.0	87.5	36.4	68.8	90.9	77.8
Redden Court	19	19	29	34	31	26.3	5.3	37.9	32.4	25.8	89.5	68.4	75.9	58.8	71.0
Royal Liberty	44	59	62	97	115	13.6	8.5	4.8	4.1	4.3	43.2	50.8	46.8	28.9	35.7
Sacred Heart R.C.	123	123	124	124	125	48.8	53.7	60.5	54.8	48.8	85.4	94.3	88.7	89.5	81.6
Sanders Draper	129	127	143	97	15	17.8	16.5	14.7	20.6	6.7	62.0	62.2	59.4	70.1	66.7
St Edwards CofE Comprehensive	64	9	49	31	64	75.0	44.4	38.8	41.9	34.4	100.0	88.9	83.7	87.1	84.4

NCER National and LA Comparator figures never include User Defined Groups

[] denotes actual figures due to a divisor of zero.

< denotes data which is protected due to a small cohort size. Protected values are not included in totals.

Subject: Religious Studies (4610)

Qual: GCE AS level

Centre	Entries					%A* - C					%A* - E				
	2010	2011	2012	2013	2014	2010	2011	2012	2013	2014	2010	2011	2012	2013	2014
NCER National	4704	5026	5351	4767	4487	51.8	52.2	51.1	49.3	49.1	88.0	88.8	86.5	85.2	86.4
LA Comparator	3	29	20	22	16	33.3	72.4	60.0	63.6	50.0	100.0	96.6	100.0	90.9	87.5
Campion	0	6	0	3	3		83.3		33.3	0.0		83.3		66.7	66.7
Coopers'Co And Coborn	0	11	12	7	5		72.7	58.3	57.1	80.0		100.0	100.0	85.7	100.0
Finches Bardsley	2	7	1	1	0	50.0	71.4	0.0	100.0		100.0	100.0	100.0	100.0	
Havering 6th Form College	6	5	9	19	30	50.0	20.0	22.2	5.3	20.0	100.0	40.0	55.6	63.2	80.0
Havering Coll of F. And H.E.	1	3	3	4	3	0.0	66.7	0.0	0.0	0.0	0.0	100.0	100.0	50.0	33.3
Sacred Heart R.C.	0	0	0	4	4				100.0	50.0				100.0	100.0
St Edwards CofE Comprehensive	1	5	7	7	4	0.0	60.0	71.4	57.1	50.0	100.0	100.0	100.0	100.0	75.0

1.2. Agreed Syllabus

Havering's syllabus "Pathways" is currently under review in order to reflect changes to the cultural and educational landscape as well as Havering's changing demography. An Agreed Syllabus Conference was jointly conducted with Redbridge's SACRE with unanimous agreement to commission nationally recognised RE Today advisors to conduct the review, including the production of Schemes of Work. In November and Early December 2013 Stephen Pett and Fiona Moss analysed the current syllabuses and mapped them onto the new framework in order to ensure evolution not revolution. The Consultants also took notice of the 2013 OFSTED report, "*RE: Realising the Potential*" and wrote a proposed purpose statement, outline for each key stage including revised key questions, religions and worldviews to be studied and proposed planning steps. Two examples of unit plans exemplify how to unpack a sample key question. These unit plans based their assessment on the end of key stage outcomes taken from the three aims of the NCFRE and a stepped approach to measuring progress.

In December Fiona Moss met with the first combined teachers working group. The ideas above were presented. Much time was spent refining the core purpose of RE to one that reflected the local situation. Time was also spent debating religions and worldviews to be taught and the questions that had been written.

In Spring further work was done redrafting in the light of the recommendations of the teacher group. This then went to a further teacher meeting in late spring. It became clear that there was not going to be clear advice on assessment in any subject and the teachers wanted to consider a fresh and innovative approach to assessment. Several solutions were considered by the consultants working closely and meeting with the SACRE consultants, Daniel Hugill and Deborah Weston. After a final face to face meeting in May it was decided to attempt an innovative and thoughtful approach, embracing the importance of knowledge in each of the religions and worldviews to be studied. Stephen and Fiona have written essential knowledge in Christianity in KS1 and 2.

This approach was then put to the teachers' working group. The approach was approved by the teacher group and now the rest of the outcomes can be drafted and unit plans can be written. We plan to write 3 levels of planning exemplification; some full unit plans with detailed lesson ideas exemplifying the planning approach that is at the heart of the syllabus, structured outlines showing how to unpack a key question with some indication of activities but allowing space for teachers' own creativity and planning sheets supporting teachers developing their own units. These three different styles will act as a form of professional development supporting teachers with planning. Workshops have provided the opportunity for members of both SACREs and RE leaders from all phases of education and Special schools to contribute their views.

It is planned for a future Agreed Syllabus Conference to discuss a) how and when the syllabus will be launched, b) how it will be shared with schools, c) whether it will be published digitally or on paper, and d) how

SACRE and the local authority can best support the implementation and teaching of the new Agreed Syllabus.

1.3. Teacher Training

Advice is provided to Primary schools through the Havering School Improvement Service (Hsis) and there are regular meetings for Primary RE co-ordinators. Attendance at the RE Co-ordinators conferences remains high, varying between 25 and 30 schools represented. Attendance at the termly network meetings is not as strong and varies between eight and twelve representatives. Where RE co-ordinators are unable to attend, all materials are electronically forwarded to those schools along with explanatory letters. This includes Independent and Special schools.

In 2014, termly network meetings were replaced with the following:

- Workshops to hear representative RE leaders and to contribute to the review of the Havering syllabus led by RE Today advisors;
- A day's conference for Year 5 pupils and RE co-ordinators, supported by Secondary student ambassadors. The flier below indicates the Big Questions explored during the conference:-

Havering Youth SACRE Conference 2014
Organised by Havering Standing Advisory Council on Religious Education in partnership with the National Association of Teachers of RE and Culham St Gabriel's Trust
Branfil Primary School, Cedar Avenue, Upminster, Essex RM14 2LW

FREE CONFERENCE Thursday, 3rd July 2014 10am—3pm

Who am I? Learning about religious and non-religious identities
Conference Aims

- To encourage pupils to learn from each other through dialogue and shared experience
- To provide an interesting and exciting experience in RE to pupils from Havering schools
- To develop pupils' creative and expressive talents
- To promote the place of excellent, open-minded RE in Havering

Who is invited?

- We have free places for six year 8 students plus one accompanying teacher in Havering secondary schools
- six year 5 students plus **at least** one accompanying teacher from Havering primary schools

Plan for the day:
09.15: Arrivals, registration
10:00: Session 1:
Engaging with identity: Talking with others about their identities
11:00: Break
11.15: Session 2:
Exploring identity: Finding out about what people in different religions and beliefs say about identity
12.15: Lunch
13:00: Session 3:
Expressing identity: Getting creative with ideas about identity through crafts
13:40 Session 4
Reflecting on Identity: Thinking about who we are becoming
14.30: Evaluation: What did you think?
15:00: Depart

Children will have the opportunity to work with Young Ambassadors of Religion and Belief with a range of religious and non-religious world views

Booking form attached
Book now as places are limited

Havering LONDON BOROUGH
CULHAM ST GABRIEL'S EXCELLENCE IN RELIGIOUS EDUCATION
NATRE National Association of Teachers of Religious Education

Over one hundred pupils attended the conference representing twenty Primary schools. Responses from pupils and RE co-ordinators were positive and it is anticipated that this will become an annual event. SACRE would like to take this opportunity to formally thank the Headteacher of Branfil Primary School for making everyone most welcome at a time when the school was also being inspected.

1.4. Complaints concerning RE

No formal complaints were made about religious education under the local statutory complaints procedure during 2014.

2. Collective Worship

2.1. Monitoring

Monitoring from Hsis during the academic year has taken the form of spiritual, moral, social and cultural health checks which include formal written reports to Primary school head-teachers and Chairs of Governors. This is a traded service and therefore is only offered to those schools who buy into the service.

2.2. Training

There has been no training on collective worship during the year.

2.3. Determinations

There were no applications for determinations (to alter the character of collective worship for all or some pupils in a particular school) during 2014. There were a number of Freedom of Information requests throughout the year which were a nil return on applications to change the character of schools in Havering.

2.4. Complaints concerning collective worship

No formal complaints were made about collective worship under the local statutory complaints procedure during 2014.

3. Links with other agencies

3.1. National

Havering SACRE belongs to the National Association of SACREs (NASACRE). Members attend conferences and other events and report to full SACRE meetings.

3.2. Local

SACRE has links with a range of faith and secular groups in the borough. The practice of holding some SACRE meetings in schools and different places of worship continues.

4. SACRE arrangements

4.1. Meetings

SACRE holds regular meetings during the year. The meetings are usually well attended with good representation from the faith groups and the local Humanist Association. There tends to be one meeting each term. SACRE sets its own agenda and commissions reports and updates from the Local Authority Advisers. Since the last Annual Report, SACRE has met three times during 2014.

The first of these took place on 11 March in the Town Hall and was attended by 15 members. This was the first meeting at which the Havering Islamic Cultural Centre (Waterloo Road Romford) was represented and meant that another branch of Islam had a voice on the Council.

SACRE was updated on the local and national issues surrounding RE and was informed about a Twitter account (#REChatUK). In addition, members were given an update on the on-going work of the joint Agreed Syllabus Conference with Redbridge and was informed that steady progress was being made and that, for the first time, Humanism would be included in the Syllabus at Key Stage 2.

The draft Annual Report was approved and would be presented by the Cabinet Member for Children and Learning and SACRE was then informed about the presentation of the Michael Edwards Award which had been made to the Sacred Heart of Mary School. Mrs Coles said that it had not been straight-forward and had to be made, not in front of the whole school as planned, but afterwards. SACRE was also informed that Primary, Special Schools and Pupil Referral Units had been invited to register for the 2014 award.

SACRE met again on 10 July at the Coopers' Company and Coborn School arranged by Mr Hugill. 14 members attended and were treated to a debate by four members of the Interfaith Forum (which included one of SACRE's members – Saddhabhaya presenting the Buddhist perspective on "ideas of earthly justice [being] based on ideas of heavenly justice").

After the debate and refreshments - kindly provided by the school - SACRE welcomed another Muslim representative along with the newly elected councillors to their first meeting. The Council was provided with an update on the local and national events within RE and there was a good deal of concern expressed about the recent "revelations" involving alleged Muslim activity within a number of Primary schools in Birmingham.

Members were given a further update on the joint Agreed Syllabus Conference's progress and was informed that it was anticipated that the draft of the new Syllabus ought to be completed by the end of 2014 and it was expected that it could be published in the spring of 2015.

With regard to the Michael Edwards Award, it was reported that there had been a very disappointing response. Indeed, no applications had been received. It was suggested that perhaps it was time to think of different ways in which to engage pupils and that the Award – though it had

undoubtedly been very successful when most schools were within the ambit of the Local Authority, times had changed and with all senior schools now academies (and some of the primary schools going in that direction) the Award had less significance for RE teachers or pupils themselves, most of whom would have no idea who Michael Edwards was or the significance of the Award in his memory.

The Primary Advisor, Mrs Judith Payne, announced that she would be retiring during the summer and that this was her final meeting – though she would still be doing some work in education. A vote of thanks was proposed for all the years of hard work she had put into assisting SACRE.

SACRE met at the Town Hall again on 9 October and 19 members were in attendance. Mrs Payne's (interim) successor, Mrs Susan Sutton and Mrs Fanning (who was hoping to represent ATL) attended this meeting, though the clerk was able to inform members that due to Mr Hugill's efforts, there could soon be a representative for NASUWT as well. There had also been an application from the Pagan Federation, but to counter that, the Jewish representative had not attended for over two years and the Church of England Group had again been weakened by the departure of the Revd. McConnaughie.

Apart from the usual update on school developments and the national view, SACRE was informed that a final draft of the joint Agreed Syllabus ought to be available in February and it could be presented at SACRE's spring meeting which would be held in late March to allow time for it to be circulated.

With regard to the Michael Edwards Award, it was decided to put it "on hold" for the time being, but the Chairman was asked to give the matter some thought and SACRE would revisit the subject at the next meeting.

4.2. Budget

SACRE has a small annual budget to cover the cost of its work which is administered by the Education Service. In 2014, £5,000 was used to commission the joint review of syllabus.

4.3. Professional and administrative support

SACRE has the services of a Committee Officer from Committee Administration at each of its meetings, both to minute the meeting and to give procedural advice. The Secondary and Primary Advisers attend SACRE meetings to report on work with schools, to offer advice and to assist SACRE in carrying out its role.

4.4. Monitoring

SACRE continues to monitor standards and quality in RE, the quality of provision for collective worship and for pupils' spiritual development from any information included in the most recent OfSTED reports for primary, secondary and special schools. In addition, examination results at GCSE and A/S and A level are monitored as part of the Borough's overall monitoring and evaluation of standards.

5. The Michael Edwards Award

It was noted that interest in the Michael Edwards Award has been on the wane among secondary schools since the move from Local Authority controlled to Academy status. Michael's widow, a strong supporter of the award, has now moved out of the area severing another link with his memory.

As a result there has been no award made this year but SACRE is reluctant to lose the Michael Edwards Award completely. There is a feeling that its identity should be re-established and that it should be promoted to schools (both academy and non-academy) more vigorously. The thought that the information sent to schools could be better targeted has led to the possibility of using as a gateway staff responsible for undertaking the Spiritual, Moral, Social, Cultural (SMSC) audits, elements tested by OfSTED, and this avenue is being pursued.

This is the current position with members requested to give thought to the future of the award and to send ideas to the Chairman before the first 2015 meeting so that the award can be re-launched.

MEMBERS OF SACRE

The following is a list of SACRE members and officers in attendance for the period covered by this report.

Name	Group	Representing	Joined	Left
Mr Kevin Walsh	A	Roman Catholic	22/02/2007	
Revd. Lee Sunderland	A	Jewish Community	05/03/2009	
Mrs Pamela Coles	A	Methodist	30/06/2004	
Mr Sansar Narwal	A	Sikh Community	Pre 2004	
Pastor Aloysius Peter	A	Pentecostal Churches	24/09/2013	
Mr Mark Adams	A	Religious Society of Friends	24/09/2013	14/01/2014
Mr Kamal Siddiqui	A	Muslim Community	05/03/2008	
Mr Nasir Mubashar	A	Ahmadiyya Muslim Community	14/01/2014	
Mr Tariq Mahmood	A	Muslim Community	11/03/2014	
Mr Om Dhir	A	Hindu Community	06/06/2007	
Mrs Jenny Fox	A	Salvation Army	24/09/2013	
Dr John Lester	A	Baha'i Faith	10/11/2004	
Mrs Christine Seymour	A	Humanist	Pre 2004	
Saddhabhaya	A	Buddhist	09/05/2013	
Mr John Smiles	A	Evangelical Free Church (shared)	01/12/2013	
Mrs Dawn Ladbrook	A	Evangelical Free Church (shared)	01/12/2013	
Revd. Dorothee B�urma	A	United Reformed Church	09/10/2014	
Mrs Stephanie Ellner	B	Church of England	01/12/2013	
Mrs Susan Freeman	B	Church of England	05/03/2009	
Revd Adrian McConaughie	B	Church of England	01/12/2013	9/10/2014
Mrs Anne Masters	C	ATL	28/01/2009	30/06/2014
Mr Nick Hills	C	NUT - Secondary	26/11/2009	
Ms Linda Munday	C	NUT - Primary	11/03/2010	
Mrs Barbara Usher	C	NASUWT	09/10/2014	
Cllr Paul Rochford	D	Local Authority	09/06/2010	22/05/2014
Cllr Gillian Ford	D	Local Authority	11/07/2004	
Cllr Paul McGeary	D	Local Authority	09/06/2010	22/05/2014
Cllr Pam Light	D	Local Authority	25/05/2011	22/05/2014
Cllr Damian White	D	Local Authority	09/06/2010	22/05/2014
Cllr Meg Davis	D	Local Authority	10/07/2014	
Cllr Jason Frost	D	Local Authority	10/07/2014	
Cllr Dilip Patel	D	Local Authority	10/07/2014	
Cllr Alex Donald	D	Local Authority	10/07/2014	
Cllr Wendy Brice-Thompson	D	Local Authority (Co-Optee)	11/10/2011	

Advisors:

Judith Payne (retired 09/10/2014), Susan Sutton, Primary and Daniel Hugill, Secondary

COUNCIL, 15 JULY 2015

REPORT OF THE OVERVIEW AND SCRUTINY BOARD

SUBJECT: OVERVIEW AND SCRUTINY SUB-COMMITTEES – ANNUAL REPORTS

On 5 May 2015, the attached reports went before the Overview and Scrutiny board for its consideration.

The Board agreed that the Annual Reports be submitted to Council.

There are no additional financial implications or risks arising from this report.

RECOMMENDATIONS

1. That Council note the Annual Reports of the Overview and Scrutiny Sub-Committees.

Staff Contact: Richard Cursons, Committee Officer
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richard.cursons@oneSource.co.uk

Andrew Beesley
Committee Administration Manager

Background Papers List

As per attached.

CONTENTS

Children & Learning Overview & Scrutiny Sub-Committee – Annual Report
Crime & Disorder Overview & Scrutiny Sub-Committee – Annual Report
Environment Overview & Scrutiny Sub-Committee – Annual Report
Health Overview & Scrutiny Sub-Committee – Annual Report
Individuals Overview & Scrutiny Sub-Committee – Annual Report
Towns & Communities Overview & Scrutiny Sub-Committee – Annual Report

Children & Learning Overview and Scrutiny Sub-Committee Annual Report 2015/16

INTRODUCTION

This report is the annual report of the Sub-Committee, summarising the Sub-Committee's activities during its year of operation ended May 2015.

It is planned for this report to stand as a public record of achievement for the year and enable Members and others to have a record of the Committee's activities and performance.

The Sub-Committee met on 5 separate occasions including a Special meeting for the requisition of the Cabinet Members decision *Implementation of the primary expansion proposals*.

SUB-COMMITTEE MEMBERSHIP

Councillors Gillian Ford (Chairman), Jason Frost (Vice-Chair), Joshua Chapman, Philippa Crowder, Nic Dodin, John Glanville, Carol Smith, Keith Robert and John Wood

Co-opted Members: Emma Adams, Philip Grundy, Jack How, Julie Lamb, Lynda Rice and Ian Rusha

WORK UNDERTAKEN

The Sub-Committee established an Agenda reports pack, to keep members informed of work undertaken by boards and committees, focused on supporting children's health and wellbeing across Havering and placements out of borough.

Due to a high number of new Members, an induction programme was provided at the beginning of the year, outlining the role of Overview and Scrutiny, learning and achievement and Children's Services. The Sub-Committee agreed a work plan for the year.

During the year under review, the Sub-Committee considered and reviewed a number of issues including:

Future shape of education services, review of Children's Centres, OFSTED Action Plan, Multi-Agency Safeguarding Hub (MASH), Children's Improvement Board, School improvement Framework, Early help and troubled families, SEND transport,

Children and Young Peoples Plan, Healthwatch, school admissions, school places, corporate performance, school attendance, performance of all schools and vulnerable groups including those in receipt of pupil premium, Multi-Agency Sexual Exploitation Partnership and the Self Evaluation Framework (SEF).

1. SEND (Special Educational Need and Disabilities)

In the second July meeting, the Sub-Committee received an update on the Travel Training Scheme, and supporting SEND children to be able to travel independently. The Authority had run a pilot scheme where 29 children had been trained and a further 19 children were receiving training.

The Children and Families Act proposed to extend the SEND system from birth to 25; replace statements of special educational need with a new birth-to-25 education, health and care plan and offer families personal budgets.

There had been an increased demand for SEND transport at the same time as significant budgetary savings had to be made. The sub-committee discussed issues arising from the current service. A further review would be linked to changes in the SEND Bill and to providing parents with more options.

The Sub-Committee agreed to receive updates on the review process and outcomes.

Special schools have a very different profile with most children having a severe, moderate or profound, multiple learning difficulties – accounting for 79% of SEND in Havering's special schools.

Havering has successfully integrated the majority of these young people within the mainstream school environment, investing in the necessary support and adaptations to enable them to enjoy the same schooling as their peers.

2. Educational Attainment

A Topic Group of the Sub-Committee have looked into the logistic of narrowing the attainment gap between pupils entitled to free school meals (FSM) and all other pupils (non-FSM) as this was a key government priority. Whilst there were other important factors, analysis shows that poverty is often the key factor thus the introduction of the pupil premium.

Pupils attending Havering schools had a larger gap in attainment in 2013 between those currently eligible for FSM and Non-FSM pupils than was found nationally at both key stage two and key stage four.

4.1% of Havering 16-19 year-olds are NEET, lower than national, London and statistical neighbour averages. This performance is comparable with previous years.

3. Youth Engagement

The Sub-Committee welcomed a member of Havering's Youth Parliament who raised concerns over the lack of employment opportunities for young people.

4. School Attendance Exclusion

In March 2015 the Sub-Committee considered a detailed report on Attendance and Exclusion that was presented by the Alternative Provision & Looked After Children (LAC) Education Manager. This report covered a number of issues including:

- Pupils who missed more than 50% of school
- Taking children out of school for holidays in term time (much debated by Government)
- Vulnerable children as they are particularly at risk of exclusion
- Ethnic groups - highest rates of exclusion nationally are Gypsy/ Roma, Travellers of Irish Heritage and Black Caribbean communities
- Growing number of parents electing to 'home educate'

Permanent exclusion rates in Havering had been consistently higher than the London and national average over the past few years. The Sub-Committee was informed that the service worked and learnt from other boroughs and alternative providers to provide and make more choices available.

5. OFSTED Outcomes

Officers explained that official OFSTED grades could be:

- 1) Outstanding
- 2) Good
- 3) School requires Improvement
- 4) Poor/failing

Overall, Havering Infant Schools were performing exceptionally well and Junior Schools were performing broadly well. Secondary Schools were not performing as well as Primary Schools. Too few schools were performing at 'Outstanding' level (Grade 1), and too many required improvement (Grade 3). All failing schools were academies and hence not under direct control of the authority.

'Outstanding' and 'Good' schools were inspected once every five years. Some of Havering's 'Good' schools were performing at an 'Outstanding' level but had yet to be re-inspected, as inspection occurred once every five years for schools attaining Grade 1 or 2.

The Committee noted that although there were no Red ratings, there were a number of Amber ratings, which officers advised were being given the highest priority. An amber rating was possibly awaiting sign off and therefore the action had been completed but was not showing as completed on the system. Additional resources were being put into IT and training. The Committee requested an update on all Amber rated actions once completed.

5. Complaints Annual Report 2014

At its October meeting the Sub-Committee reviewed the Complaints Annual Report for 2014 and noted that most complaints were received via email and telephone as these were the instant, most convenient methods and comprised of three stages:

Stage One: Local Resolution

This had a 10 day response time (which could be extended to 20 days if a letter of delay explanation was sent to the complainant).

Stage Two: Independent Investigation

Two independent people would be invited to investigate the complaint and the original complaint response.

Stage Three: Review Panel

A panel would be called to independently review the complaint and the actions taken.

The highest levels of complaints had come from Under 12's Triage/MASH, Assessment teams and Looked After Children (LAC). LAC was a highly emotive area, and often resulted in a decision of one parent or another receiving care of a child. The other parent often did not agree with the decision of the Social Worker. Information had been improved for those outcomes. Acknowledging how parents felt often improved the outcome for the aforementioned parents. The summer break could impact on timing of the complaints process, as parties may not be available for interview or investigation.

Members correspondence had a 56% drop in 2013/14 compared to the previous year. This was largely due to the closure of children's centres in 2012/13 having increased the volume of complaints. 67% of these were responded to within 10 days.

6. Child Sexual Exploitation / Implications of Rotherham Inquiry

A presentation was given to the meeting in October 2014 on Child Sexual Exploitation (CSE) and the Implications of the Rotherham Inquiry.

Data from the police detailing that from July to September 2014 there had been 25 reported suspicions of CSE in Havering. Nineteen of those were investigated. Within those investigations, six gangs were disrupted. These gangs were not from Havering, but some of the victims were. This figure included all children (including 'Looked After Children' and 'at home' children).

The report into CSE between 1997 and 2013 in Rotherham had been widely publicised, and the implications for all Local Authorities and Local Safeguarding Children's Boards (LSCBs) were extensive, including a requirement for full auditing.

Further preventative work was due to be completed in schools including providing more information in Personal, Social and Health Education (PSHE) classes on the changing context of Havering, and all boroughs.

CORPORATE PARENTING PANEL

Annual Report 2015/16

The Panel met on 9 separate occasions including a meeting with Social Workers.

PANEL MEMBERSHIP

Councillors Gillian Ford (Chairman), Jason Frost (Vice-Chair), Joshua Chapman, Philippa Crowder, Nic Dodin, John Glanville, Carol Smith, Keith Robert and John Wood

WORK UNDERTAKEN

Due to a high number of new Members, an induction programme was provided at the beginning of the year, outlining the role of Corporate Parents, Looked After Children, Fostering and adoption. The Panel agreed a work plan for the year.

All Panel Members have been DBS checked.

The panel established the regular tracking of two children taken into care, monitoring their progress through the system.

During the year, the Panel considered and reviewed a number of issues including:

Virtual Head Teacher, Fostering and Adoption Panel, two individual cases for tracking, placement data, Performance indicators on Looked After Children (LAC) data, audits – children in Police protection, legal processes and delays in adoption, new adoption, Fostering & Private Fostering Statement, Corporate Parenting Strategy, Viewpoint survey & literature, LAC education, Children in Care Council, Staying Put Policy, fostering and adoption reports, transition leaving care.

The Panel has reinforced the need to celebrate the achievements of our LAC and officers are considering activities that will support this aim.

1. Viewpoint Survey

At the meeting held in November 2014, Members received a presentation on the 'Viewpoint' out turn, which was a summary of the surveys completed by children in care.

'Viewpoint' allowed children in care to express their views in a method which was measurable, meaningful and allowed action to be taken as a result of the responses given. Surveys were conducted electronically, and then followed-up at the following review meeting with their Social Worker, with individualised questions asked on any areas of concern previously raised in their 'Viewpoint' response.

The questions were not benchmarked against other authority's questions as they were focussed on local requirements. The survey was voluntary, as it was in other boroughs.

The survey results showed that:

- Children were generally happy in school
- Many of the children had high ambitions that the service could support them with
- Teachers were very prominent in the lives of the children and seemed to be highly regarded role models.

The panel identified the need for, outcome focused questions.

2. Looked After Children (LAC)

At the meeting in April 2014 the Sub-Committee were informed that the recently engaged Virtual Head, Paul Tinsley had commenced work. The Virtual School had been set up to theoretically place all Looked After Children within the context of one school, whilst they physically attended schools across the borough (and in some cases, across the country where they were placed out of borough).

The number of Looked After Children (LAC) has increased each year, placing extra demand on local services. There has been a corresponding increase in both the number of new LAC and those ceasing to be LAC, indicating a greater fluidity in the LAC population.

Schools that had difficulties could request support from the Virtual School. Occasional fixed term exclusions were worked on closely, but these were very occasional. Havering had much shorter and fewer fixed term exclusions than other authorities, usually amounting to a 1 or 2 day period. Reports on daily exclusions and attendance were given to the Head of The Virtual School, who was notified if anything needed to be done quickly.

The proportion of NEET (Not in Employment, Education or Training) young people was still too high (22%) in the 2013-14 year. Targets had been set to reduce this number. Good careers guidance including realistic careers action plans were needed for all LAC.

Improved practice, planning and management of LAC social work has led to significant improvements to the solidity of placements. The focus on ensuring permanency and stability for LAC has helped to improve the % of LAC experiencing long-term placements.

3. Social Workers

An informal meeting took place in February 2015 specifically to address Social Workers understanding of their roles, the structure, and the issues that Social Workers have in order to address any concerns and to improve the working of the teams.

The topics discussed included: MASH, Assessment Team, Safeguarding / Section 47, CAHMS and mobile technology working.

4. Children in Care Council

A presentation was received at the Sub-Committee meeting in April 2015 from the new Children in Care Manager, who is now in post and working on the re-launch of the Children in Care Council for the 242 0-18year old children in care in Havering.

The following key issues will be implemented:

- Raise the profile of the Children in Care Council
- Develop relationships with each child on an individual/personal basis
- Improve and maintain a good working relationship with Foster Carers
- Develop an action plan to promote the Children in Care Council events which will be held throughout the year
- Implement Q&A sessions and evaluate feedback.

Membership has already shown an increase since the re-launch.

Members will be meeting the Children in Care Council on a regular basis and will be attending a number of events being organised for Children in Care.

5. Staying Put Policy

This item has been discussed at a recent Sub-Committee meeting as the new policy effects 18-19 year olds' allowances. Their allowance would remain the same (although it will be funded from different sources i.e. benefits and housing) after age 19 if they are still in education or training, their allowances would be paid on a sliding scale.

Training is now in place to ensure this policy is disseminated to Foster Carers and relevant agencies/partnerships.

Children & Learning Overview and Scrutiny Sub-Committee (Special Joint Meeting with Health Overview & Scrutiny Committee Annual Report 2015/16

INTRODUCTION

This report is the annual joint report of the Children & Learning Overview and Scrutiny Sub-Committee and the Health Overview & Scrutiny Sub-Committee, summarising activities during its year of operation ended May 2015.

It is planned for this report to stand as a public record of achievement for the year and enable Members and others to have a record of the Committee's activities and performance.

The Sub-Committee met on 2 separate occasions and Members visited the new Child Development Centre 'The Acorn Centre'.

SUB-COMMITTEE MEMBERSHIP

Members of both the Children & Learning Overview & Scrutiny Sub-Committee and the Health Overview & Scrutiny Sub-Committee.

WORK UNDERTAKEN

The Sub-Committees agreed to meet to discuss children's health and wellbeing as there is scrutiny crossover. Two meetings will take place a year and an Action List has been developed.

Havering's Public Health team, Havering Clinical Commissioning Group (CCG), NHS England, North East London NHS Foundation Trust (NELFT) and Council Officers have supported the work of the Joint Committee

During the year under review, the Joint Sub-Committee considered and reviewed a number of issues including:

Healthy weight and obesity, immunisation, School Nurses, 0-5's transition, teenage breakdown and CAMHS issues, sexual health and teenage pregnancy, FGM, Educational Health and Care Plans, commissioned service for children.

1. Healthy Weight/Obesity

Within in the London Borough of Havering, one fifth of children at reception, are overweight or obese while one third of children of year 6 age are obese. This followed the trend of the national average and was marginally better than the London average. Historically, rates had been flat, but in recent years rates of obesity had been increasing with greater frequency. Some ethnic groups at a higher risk and as the diversity of the borough changes, further action to

address obesity may be required.

The short term impacts of obesity to children include being stigmatised and low self-esteem. The long term impacts include risk of type-2 diabetes and cardiovascular issues. Havering's model of treatment within the partnership focusses on prevention including, health advice to weaning mothers on diet, nutrition and cooking information, promoting parks and green spaces healthy walking schemes for over 10yrs, catering in schools, healthy schools programme, change for life clubs, leisure centres and smarter travel. Officers feel Havering has set a standard which was becoming best practice.

2. Immunisation

The officer from NHS England reported that the World Health Organisation (WHO) had stated, all Western countries would be without vaccine preventable diseases by 2020. Immunisation was the best chance to prevent the spread of disease. The Hepatitis B vaccination was now available for all of London. Havering is the national leader on flu vaccinations and children as young as four years old had self-administered flu vaccines nasally. All children, staff and parents associated with SEND schools, were to be given the flu vaccine. This had placed Havering at the top of the league for pilot schemes within schools. Teenagers had 'dovetailed' vaccinations where multiple vaccinations are given at the same time (HPV, School leavers' vaccine and MENC). These were available in schools, pharmacies and other locations as opposed to doctor's surgeries, reducing pressure on GP's.

3. School Nurses

School nurses are specialists in public health providing individual support to children and families and also issues of the school as a community, improving health. Their priorities are to keep children healthy and happy, including issues of weight, sexual health, reducing the number of children requiring help and reducing school absenteeism. The service has been variable between schools. The Council has a mandate to measure children in the National Children's Measurement Programme including vision and hearing checks. NELFT currently provide the service with 17 School Nurses covering 84 schools in the borough. More resources would increase the capacity of the team there was however also capacity to improve within current resources.

4. Mental Health/Teenage Breakdown and CAMHS

Havering has seen a significant growth in child mental health issues needing CAMHS (Child and Adolescent Mental Health Services). There had been a 6% increase of self-harm from 2011 (7%) to 2013 (13%) and a 4% increase of prolonged sadness or unhappiness. The risks associated with this include, sexual, self-harm, smoking, drinking, drug-taking and recklessness. The pressures on children and young people include: exams, general teenage years, social networking and the change of social interactions globally. Havering CAMHS Tier 4 service was nationally acclaimed, the small budget allocation does however limit work undertake. Referrals come from school nursing teams, intervention support, early years, parents, GP's or self-referral.

It is essential the referral routes are simplified as they can be complex and confusing. It was accepted that CAMHS information could be more accessible and clearer.

5. Sexual Health and Teenage Pregnancy

Poor sexual health included sexually transmitted infections, pregnancy, FGM and sexual abuse, whilst encompassing wider social implications including domestic violence and poor mental health.

Havering has the lowest rates of HIV in London, but the highest proportion of late diagnoses. High quality treatment and prevention services were commissioned but the critical change needed to be, young people taking charge of their own sexual health, including how to properly use contraception. The sexual health service is being recommissioned, focusing on treatment, with a greater focus on prevention including better use of GP surgeries and pharmacies promoting healthy relationships in schools. Appson mobile devices would be used to spread awareness of the services on offer. Good quality OFSTED inspected, mandated Personal, Social and Health Education (PSHE) is available in Havering Schools. However due to social and media changes, the sexualisation of children and young people had been increasing nationally.

6. 0-5 transition (Early Years)

As from October the borough will be mandated to deliver 0-5 services. Havering now has 27.5 health visitors. Local performance data would be produced monthly from October for the London Boroughs and parts of Essex, involved in NELFT. There is a lack of data around resident population in some areas. At primary school age, there was a 7% difference in GP registrations and the numbers in the school cohort. At a senior level, this was a 47% difference. The allocation calculated in 2008 transferring across to Havering for this service is extremely small and had not increased despite an increase in caseloads.

7. Education Health Care Plans

The new legislation framework in Social Care, combined early years, social care, schools and colleges in Children's and Young People's provision from, 0-25 years for those with Special Educational Needs and Disabilities. Awareness of the 'local offer' to support children, families, young people and Carers, includes NELFT, leisure services. Any corporate body or organisation is subject to 'open text response' and needed to be aware that anyone could now review their services. Specialist services were not provided locally in Havering, but there were substantial links with pan-London specialist services.

CRIME AND DISORDER SUB-COMMITTEE – ANNUAL REPORT, 2014/15

INTRODUCTION

This report is the annual report of the Sub-Committee, summarising our activities during its year of operation ending May 2015. This report will stand as a public record of achievement for the year and enable members and others to have a record of the Committee's activities and performance.

SUB-COMMITTEE MEMBERSHIP

Councillor David Durant (Chairman)
Councillor John Wood (Vice-Chairman)
Councillor John Glanville
Councillor Garry Pain
Councillor Dilip Patel
Councillor Linda Van den Hende

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

1. Transforming Rehabilitation

With effect from 1 June 2014, the services provided by the London Probation Trust had been divided between two new organisations. The National Probation Service would deal with major risks and the Community Rehabilitation Company (CRC) would work closely with all other offenders.

The National Probation Service unit covering Havering would also cover Barking & Dagenham, and Redbridge. Initially the team had been allocated 1,500 cases the majority of which would be managed in custody.

The local CRC covered both Havering and Barking and Dagenham. The CRC would be run as a separate Company and MTCnovo became the new owner of the London CRC on 2nd February 2015. MTCnovo was essentially a joint venture between MTC and Amey, in partnership with third, public and private sector partners.

The Sub-Committee would be scrutinising the work of the new company in July.

2. Community Payback

Back in September the Sub-Committee had received details of the work of the SERCO Community Payback Team in Havering. In April 2,307 hours had been

delivered and 1,535 hours in May. The Community Payback team were working with StreetCare, Havering Homes and a number of schools. .

At its meeting on 22 April the Sub-Committee received a report from Housing Services on the work being undertaken on their behalf. The Sub-Committee had concerns that Housing's arrangements with SERCO were different to Streetcare and other sections of Culture and Leisure. Officers were asked to liaise with their colleagues to ensure a consistent approach to working methods.

3. Rotherham

Following the revelations of the problems in Rotherham, the Sub-Committee had sought an assurance from the police that we would not face a similar problem in Havering. The sub-committee heard of the steps taken locally and London wide to prevent a similar occurrence in London.

Havering was one of the first boroughs to introduce the Multi Agency Safeguarding Hub (MASH) and recently had combined the adult and children's MASHs to ensure an even greater integration. Multi Agency Sexual Exploitation (MASE) meetings had been introduced targeting young people at risk of sexual exploitation.

The police had indicated that they had no evidence locally that any one group was targeting another, but they were aware of a number of young females who were associated with gangs. The police and partners were working together to ensure these females were not sexually exploited.

Frequently missing persons were targeted by the police who met every day to identify these persons with priority given to finding them. London wide the Police were contacting all hotels, licensed premises and cab companies asking them to keep an eye open for any pattern which might indicate sexual exploitation of young people.

4. Body Cameras

The Borough Commander had advised that his force had received 52 body cameras. Whilst it was early days officers had found that, the use of cameras tended to calm people down. It was explained to people that the camera footage would be used in evidence. One of the outcomes was a decrease in complaints against officers.

When a victim was interviewed, an officer would turn off the camera if the person did not wish to be recorded. Unless required as evidence in a criminal proceeding the recording was stored for 31 days then destroyed.

5. MOPAC Targets

We have received regular reports on crime within the borough. The borough's targets, in seven priority crime types, had been set by the Mayor of London, these were:

MOPAC 7	Target	Status
Burglary	2320	On target
Criminal Damage	1471	Off target
Robbery	399	On target
Theft From Motor Vehicle	1288	On target
Theft of Motor Vehicle	764	On target
Theft person	250	Off target
Violence with Injury (VWI)	1158	Off target
TOTAL MOPAC	7650	On target

The Police had indicated that they were confident they could achieve the target for Criminal Damage. The situation with Theft Person and Violence with Injury was different. The target for Theft Person had been set before the first of the We 'R' Festivals. Each year the number of Theft persons on the weekend was sufficient to ensure it was impossible to meet the target.

The Police and partners had introduced a number of initiatives to tackle the problem of burglary, including the Safety Zone Initiatives. Monitoring of the effect of the Safety Zone initiatives had shown a reduction of 68.2% in burglary in the areas the subject of a Safety Zone initiative with neighbouring streets seeing a reduction of 44%.

6. Strategic Assessment

At the beginning of the year the Sub-Committee received a presentation on the findings from the Strategic Assessment. In the eleven years ending March 2013 the borough had seen a fall in the number of Notifiable offences from a high of 22,165 in 2003/4 to 16,438 in 2012/13. Long-term trends indicated that violence during the night-time economy, serious youth violence, weapon enabled crime and robbery were declining.

Whilst rates of alcohol related crimes had risen over the previous five years, in contrast to the national and regional trend, alcohol related violence, associated with the night-time economy had fallen.

For 2014/15 the Havering Community Safety Partnership had adopted the following strategic priorities and cross cutting themes:

- Strategic Priorities
 - Serious Acquisitive Crime (Burglary Dwelling and Vehicle Crime)
 - Violence against Women & Girls (includes Domestic and Sexual Violence)
 - Town Centres and Public Spaces

- Cross Cutting Themes
 - Community engagement and public confidence
 - Managing Offenders in the community.

In February 2015 the sub-committee revisited the Strategic Assessment to review progress made in the last 12 months and to consider the priority areas adopted by the Havering Community Safety partnership for 2015/16.

Amongst the highlights for the year were:

- The largest reduction in burglary in over a decade;
- Rates of crime in Romford Town Centre fallen below that of comparable centres, i.e. Bromley, Kingston and Sutton;
- Romford having the fastest declining rate of violence within the night-time economy of all regional centres;
- First borough to develop a Safer Neighbourhood Board.

Taking in to account all the information available to it the Havering Community Safety Partnership had agreed the following priority areas for 2015/16:

1. Protecting vulnerable individuals/victims;
2. Supporting the most prolific and/or high risk offenders;
3. Creating safer locations; and
4. Community Engagement and public confidence.

7. Youth Offending Service

Back in September concerns had been raised with the Sub-Committee concerning the way Barking and Dagenham had provided the borough's Youth Offending Service since October 2012. The main area of concern had been the management of the process of Referral Orders.

Details of the way the process should have been managed were provided with a volunteer panel member explaining what had been happening in reality. Officers admitted to the Sub-Committee that Barking and Dagenham had failed to provide adequate resources to ensure that the Referral Order process had worked process. Bringing the service back in-house provided the opportunity to rectify these failings and steps were already being taken to address all the issues.

On 22 April 2015 the Sub-Committee received an update from officers. They were pleased to note that the issues with the referral process had been addressed and more volunteers recruited and trained. The success of the decision to bring the service back in-house had been shown when the Ministry of Justice visited and complemented the service on its achievements and the innovative approach of sitting the service in the Early Years Team

The service was facing challenges with young people with problems being

relocated into the borough, but the service was in a good position to cope with these challenges.

8. Domestic Violence

In September 2013 recommendations had been submitted to the Cabinet as to ways the needs of the victims of Domestic Violence could be met. The main areas of concern were to ensure greater co-ordination between housing and education and to see how the new allocations scheme was working.

Officers advised the sub-committee of the ways those experiencing Domestic Violence could be helped under the new scheme. In the last 12 months one person had been rehoused under the terms of the East London Reciprocal Protocol and 18 where the main reason for homelessness was Domestic Violence.

The key issues with regard to taking into account school places was the need to balance:

- The need of the household to move to a place of safety, most typically away from their current location, with
- The availability of council stock, most of which is in Harold Hill, Romford/Collier Row and Elm Park.

The Sub-Committee were pleased to note that the liaison between Homes and Housing and Children and Learning was working well.

9. Anti-Social Behaviour

The sub-committee received a detailed briefing on the powers contained within the Anti-Social Behaviour, Crime and Disorder Act 2014. Anti-Social Behaviour was defined in the act as:

- Conduct the HAS caused, or is likely to cause, harassment, alarm or distress to ANY person;
- Conduct CAPABLE of causing nuisance or annoyance to a person in relation to that person's OCCUPATION of RESIDENTIAL premises;
- Conduct CAPABLE of causing HOUSING-RELATED nuisance or annoyance to ANY person.

The various tools available to the Council and its partners were:

- Community Trigger;
- Community Remedy;
- Civil Injunction;
- Criminal Behaviour Orders;
- Dispersal Powers;
- Community protection Notices;
- Public Space Protection Orders;

- Closure of premises associated with nuisance or disorder, etc.

For tenants of local authorities or social landlords the changes were even more restrictive. A tenant could be evicted because of the actions of either themselves or their visitors.

The sub-committee recommended that all councillors should receive the briefing on these new powers.

10. MOPAC Funding

We were advised that for 2014/15 the Havering Community Partnership had received £228,400 in funding from MOPAC. This funding would continue for three years. The following projects had been funded:

1. Street Triage - £30,000;
2. Improving Support for Domestic Abuse - £70,000;
3. Rent Deposit Scheme for offenders - £32,400; and
4. Gangs Prevention - £96,000.

The Council had been successful in renegotiating the projects selected for funding to enable the council and its partners to tackle the problem of gangs within the borough. To deal with the issue before it escalates.

All four projects were performing as required.

11. SAFER NEIGHBOURHOOD BOARD

The newly elected Chairman of the Safer Neighbourhood Board attended a meeting of the Sub-Committee to discuss progress since the Board's creation. A priority for the Safer Neighbourhood Board was to reinvigorate the work of the Ward Panels. There was need to get local people involved and determining local priorities.

Havering's Safer neighbourhood Board had been the first to receive approval for their funding from MOPAC . The Board would be challenging both the Metropolitan Police and MOPAC.

The Chairman of the Board reminded the sub-committee that the Board was answerable to MOPAC not the Council but he would be happy to keep the sub-committee advised of progress.

12. TOWN CENTRE VISIT

On the night of 3 April Councillor Linda Van den Hende and two officers visited Romford Town Centre to assess how the various initiatives were working to reduce the impact of crime and disorder. We were well looked after by the police and spent an interesting 4 hours plus meeting door staff, the street pastors and St John's ambulance. We were taken over to Hornchurch to see what was happening their but

spent most of the night in Romford.

Two years ago just one of the venues had introduced the ID scanner, now most of the larger venues had introduced this innovation. Feedback from the venues was positive as to the benefits of this machine.

Since the previous visit the Licensing Sub-Committee had undertaken a review of one of the premises which had led to its closure. This made it easier for the police to concentrate their resources along South Street.

13. CASHLESS BUSES

A representative of Transport for London (Tfl) attended the meeting on 22 April to advise the Sub-Committee on the effects of the introduction of cashless buses on crime and disorder. The decision to introduce cashless buses had been implemented in July 2014. For Tfl the decision had taken away two danger points. First neither drivers nor Revenue Protection Officers carried cash and therefore were not a target for robbery. Secondly they was no longer a reason to collect cash from the depots and transport it to the bank.

The Sub-Committees concern was that drivers might be subject to attack if they turned customers away who did not have a oyster card or sufficient credit and that those persons turned away could be vulnerable. According to TFL there had been no increase in attacks on staff nor was there any evidence to show customers had been put at risk.

Tfl had introduced a Vulnerable Persons protocol to ensure no vulnerable person was denied passage.

14. Neighbourhood Policing Teams

Back in November the Sub-Committee received a report on the work of the Neighbourhood Policing Teams and the Ward Panels. At that time, a senior officer had completed a review into neighbourhood policing. The findings of the first phase of the review had recently been published. These were considered by the Sub-Committee at its meeting in March. The key findings were:

- Neighbourhood policing under the Local Policing Model (LPM) was distinctly different to the previous ward-based 1:2:3 delivery model, which had been identical across all London wards irrespective of demand profile or threat, risk and harm indicators.
- Under the LPM, neighbourhood police officer posts had increased by 2,600 officers (138%).
- The roles and responsibilities of neighbourhood officers had increased.
- The Dedicated Ward Officer (DWO) shift pattern could be better aligned to their core roles and responsibilities.

- The brand and clarity of neighbourhood policing needed strengthening.
- 32% of neighbourhood constables were student officers in their first two years of service.

The key recommendations of the review were:

- The shift patterns for Dedicated Ward Officers would be adjusted to reflect their engagement role.
- DWOs would only be required to do central aid duties on New Year's Eve and for Notting Hill Carnival.
- The neighbourhood shift pattern would change to reflect the role of neighbourhood officers and to increase visibility.
- Non-emergency calls would be the responsibility of the nearest available unit and not just neighbourhood officers.
- Safer Neighbourhoods name to be readopted as this was recognised by the public.
- Review impact of aid on neighbourhood policing (phase 2).

IMPLICATIONS AND RISKS

Financial implications and risks:

None – narrative report only.

Legal implications and risks:

None – narrative report only.

Human Resources implications and risks:

None – narrative report only.

Equalities implications and risks:

While the work of the Sub-Committee can impact on all members of the community, there are no implications arising from this specific report which is a narrative of the Sub-Committee's work over the past year.

BACKGROUND PAPERS

Minutes of meetings of the Crime and Disorder Sub-Committee 2014/15



ENVIRONMENT OVERVIEW AND SCRUTINY SUB-COMMITTEE ANNUAL REPORT 2014/15

INTRODUCTION

This report is the annual report of the Sub-Committee, summarising the Sub-Committee's activities during its year of operation ended May 2015.

It is planned for this report to stand as a public record of achievement for the year and enable Members and others to have a record of the Committee's activities and performance.

SUB-COMMITTEE MEMBERSHIP

Councillor Ray Morgan (Chairman)
Councillor Carol Smith (Vice-Chair)
Councillor Alex Donald
Councillor Barry Mugglestone
Councillor Garry Pain
Councillor Patricia Rumble

WORK UNDERTAKEN

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

1. Introduction to Overview and Scrutiny

At its July 2014 meeting the Sub-Committee received a presentation giving an insight into how Overview and Scrutiny worked in Havering. The difference between executive decision and those made by the Council. Overview and Scrutiny was the function by which Council decisions, or indeed any actions taken in connection with Council functions, can be reviewed and/or scrutinised. The factors for successful scrutiny Topic Groups were outlined and it was noted that the more tightly and realistically framed that the recommendations are, the more likely they are to be adopted/ implemented.

2. Introduction to service areas within the Committee's remit

A presentation was given to the meeting in July 2014 setting out the services covered by Streetcare, Public Protection and Energy Strategy. The Streetcare objectives were set out and the officers explained how the service operated in order to meet the objectives.

The Sub-Committee noted the areas within Streetcare included Street Cleaning and Street Scene, Waste and Recycling, Rivers and Water Courses, Highways, Street Lighting, and Traffic and Parking Control. The Energy Strategy Team were responsible for managing the Council's energy use, delivering energy saving projects in Council buildings, fleet vehicles, and street lighting, securing grants for insulation and boiler replacements for Havering residents and helping residents to lower their energy costs.

The main functions covered by Public Protection included, Food Safety; Health and Safety Enforcement; Licensing; Trading Standards; Metrology Service; Consumer Landscape Project with CAB; Private Sector Housing; Air Quality; Contaminated Land; Noise, odour, light and other statutory nuisances; Pest Control Advice; Financial Investigations and Stray Dogs Service.

3. Road and Pavements Topic Group

At its meeting in November 2015, the Sub-Committee agreed to established a topic group to look at the maintenance of roads and pavements in the borough. The Sub-Committee wished to understand all aspects of the maintenance of roads and pavements in Havering.

The group met with officers from Highways and the DSO together with a site visit to Central Depot to understand the step by step process for dealing with service requests for road and pavement defects, from first report to completion. The group were able to see the systems used from both the client side and the delivery side.

The group agreed that there were areas of the process that could be enhanced and a number of recommendations were discussed, which could enhance the whole operation.

Due to officers having to interpret survey data from United Kingdom Pavement Management System (UKPMS) it was agreed that the topic group would be deferred for 6 months to allow the data to be analysed more thoroughly.

4. Maintenance of greens and hedges in the borough

At its meeting in November 2014 the Sub-Committee received a brief on the maintenance of highway shrub beds and grass verges. It was noted that there were approximately 80,000 square metres of shrub bed throughout the borough roads, which were maintained. For the high priority areas, where shrubs were likely to grow and cause overhang to footpaths, carriageways and driveways, or were an obstruction on sightlines and road junctions these were pruned on three occasions. The remaining beds around the borough were pruned twice a year. The programmed pruning ran from March to December depending on the weather.

There were approximately 900,054 square metres of grass verge (including Rural Roads) throughout the borough. The grass was maintained by the In-

House Grounds Maintenance Unit on behalf of Streetcare. The grass verges were cut on nine occasions throughout the growing season from March until November.

5. Local Implementation Plan: Annual Spending Submission

A briefing paper on the Local Implementation Plan: Annual Spending Submission was received at the meeting in November 2014. Each year the council bid to Transport for London (TfL) for funding for its transport projects and programmes. It was noted that the submission had to comply with the Mayor for London's London Plan and his Transport Strategy, Council approved Local Implementation Plan (LIP) Strategy, the Council approved 2014/15 to 2016/17 Three Year Delivery Plan and the Latest TfL Guidance on preparing Local Implementation Plan.

Havering's funding from TfL has three elements:

- Corridors, Neighbourhood and Support Measures – these are comprehensive schemes and local area improvements including schemes to tackle congestion, assist freight, contribute to regeneration, controlled parking zones, cycling, walking, bus priority and bus stop accessibility.
- Principal Road Maintenance – this focuses on the improvement to the surface of Havering's Principal Road Network. This is dependent on the condition surveys which determine how much of the Principal Road Network across London requires structural maintenance.
- Local Transport Funding – This is £100k for projects of the Council's choice that support delivery of the Mayor's Transport Strategy.

6. Contaminated Land in the Borough

At its meeting in January 2015, the Sub-Committee received a presentation on Contaminated Land in the borough and the legal definition of what contaminated land was. It was noted that there was no land declared as contaminated in Havering; however there were sites that could potentially be affected by contamination. These sites were predominately in the south of the borough and contamination could come from old landfill sites or old factory sites of anything from 30 to 150 years old.

Under the Environmental Protection Act 1990 Part 2a, Havering has three main responsibilities. These are:

- Land Quality Reports – these reports can be provided to potential buyers of land. Whilst they give no definitive answers they provide as much information as is available. The landowner is also able to test the land themselves.
- Contaminated Land Inspections – the Council has a legal obligation to investigate sites. There have been four investigations made in recent years. The sites are generally those that have the biggest

potential risk to properties close to or on the potentially contaminated land.

- National Planning Policy Framework (NPPF) – It is essential that the services consulted on planning issues so that where potential contaminations may be present; conditions can be attached to the planning application. These conditions ensure that the liability is passed from the council to the developer.

The Sub-Committee were given details of how an investigation is carried out from informing local residents in writing that an investigation will be undertaken to the actual process of investigating the land, which could include taking samples from residents' gardens.

7. Probation Service Information

A brief was received from the Head of Streetcare at the meeting in January 2015, as to how the Probation Services was used by the Council, what tasks they undertook and how this was monitored. There were a number of tasks that were packaged for the probation services to carry out in a three-month period. These included shrub pruning, cleaning and painting of rails. It was essential that the jobs were fixed tasks so that monitoring could be carried out. Regular monthly meetings were held with the supervisors to received updates on the package of works. The council provided the equipment necessary for the job; however these were generally low cost items such as brooms, paint brushes, hi-visibility jackets and shovels. The work was well co-ordinated and carried out to a satisfactory standard. It was noted that approximately 18,000 hours of work had been carried out by the Probation Service in respect of Streetcare duties.

8. Budgets

At its meeting in January 2015 the Sub-Committee received budget figures, within its remit from Period 8. The details shown the current budget, any spend and the remaining balance. Officers stated that there were no immediate concerns however weather damage from either winds or ice/snow could have impacts on the budgets. This could include fallen trees, highway defects i.e. potholes and gritting of the roads.

9. Council Continuous Improvement Monitor – Progress of cabinet reports

In accordance with the Council's Continuous Improvement Model the Sub-Committee received updates on the following reports in January 2015:

- Keeping town centre vibrant by reducing on street parking charges and maintaining turnover of visitors – The Head of Streetcare stated that this report had been approved to harmonise the charges for on street pay and display and outlying car parks. As well as Parks across the borough. The tariff of 20p for 0-2 hours and 50p for 2-3 hours was introduced. The scheme had been a success and had

boosted the local shopping centres as visitors were able to spend more time in one location.

- Neighbourhood Responsibility progress report – It was noted that the initial focus of the Neighbourhood Responsibility project was on the Briar Road Estate. Its main purpose was to bring one community together through partnership working with committed groups of local residents. A vacant shop had been used to combine services including Streetcare, Social Care, Housing and Community Safety into one location and to establish a “Neighbourhood Office”. A residents group was established which included representatives from LBH, HAVCO the Police as well as local residents.

At its March 2015 meeting, the Sub-Committee received the following update:

- Progress of the approval to access energy efficiency funding through the Green Deal & Energy Company Obligation (ECO) via a Greater London Authority (GLA) framework. - The Sub-Committee noted that there had been a rise in energy prices which had resulted in less people being able to heat their home in winter. The team’s role was to help residents improve their homes to help reduce energy costs, particularly for the most vulnerable residents.

Funding was secured which was given directly to Havering residents to improve the energy efficiency of their homes – wall insulation, loft insulation, new boilers, and repair heating systems. These grants were targeted towards those who could not afford these measures. As part of a new framework introduced by the Coalition government, Green Deal were loans for measures and the Energy Company Obligation (ECO) were grants with stronger criteria so they were going to those most in need. The Sub-Committee noted the number of measures that had been put to place over the previous year.

10. CRM Enquiries

In January 2015 the Sub-Committee received details of enquiries raised under the Customer Relationship Management (CRM) system. The information presented was for all enquires, within the sub-committee’s remit, for the period December 2013 to November 2014. It was noted that the most popular enquiries included fly tipping, highway defects, registration of births and deaths, street lighting and green bin requests. A further update was given to the Sub-Committee at its meeting in March 2015.

11. Streetcare Service Plan

At its meeting in March 2015 a report was received that detailed the service plan for Streetcare Services. A number of areas of performance were discussed.

12. Community Safety Role and Responsibilities

A presentation on the roles and responsibilities was given to the Sub-Committee at its March 2015 meeting. It was noted that the Community Safety section was responsible for the strategic development and implementation of work to address crime and disorder in Havering. This strategic role functioned via Council and partnership activity through the Havering Community Safety Partnership (Crime and Disorder Reduction Partnership) which was a multi-agency group of representatives from the statutory, business and voluntary sector. The Sub-Committee were informed of the priorities for 2015-16.

13. Any other business

At the meeting of the Sub-Committee in March 2015, an issue was raised under urgent business relating to a new application that would be considered at the next meeting of Regulatory Services Committee. The issue related to the condition of the A1306 regarding lorry movements, mud, debris and enforcement. The Sub-Committee was informed that there were on-going complaints, enforcement and plans of action regarding lorry movements, mud and debris on the A1306. Various options were being considered for this site.

IMPLICATIONS AND RISKS

Financial implications and risks:

None – narrative report only.

Legal implications and risks:

None – narrative report only.

Human Resources implications and risks:

None – narrative report only.

Equalities implications and risks:

While the work of the Committee can impact on all members of the community, there are no implications arising from this specific report which is a narrative of the Committee's work over the past year.

BACKGROUND PAPERS

Minutes of meetings of the Environment Overview and Scrutiny Sub-Committee
2014/15

HEALTH OVERVIEW AND SCRUTINY SUB-COMMITTEE ANNUAL REPORT 2014/15

INTRODUCTION

This report is the annual report of the Sub-Committee, summarising the Sub-Committee's activities during its year of operation ended May 2015.

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SUB-COMMITTEE MEMBERSHIP

Councillor Nic Dodin (Chairman)
Councillor Dilip Patel (Vice-Chair)
Councillor Gillian Ford
Councillor Jason Frost
Councillor Patricia Rumble

WORK UNDERTAKEN

During the year under review, the Sub-Committee dealt with the following issues:

1. QUEEN'S HOSPITAL AND RELATED ISSUES

- 1.1 Throughout the year, the Sub-Committee has sought to keep as a priority scrutiny of the performance of Queen's Hospital and of Barking, Havering and Redbridge University Hospitals' NHS Trust (BHRUT) in particular. Meetings and discussions with the Trust chief executive and other senior officers have been held throughout the year.
- 1.2 Care Quality Commission (CQC) Report and Trust Special Measures – Following a CQC report that was highly critical of aspects of performance at BHRUT and the Trust being placed in special measures following this, the Sub-Committee scrutinised as a matter of urgency the Trust improvement plan. BHRUT officers explained that the improvement plan covered areas such as the emergency care pathway, workforce issues, clinical governance and the leadership of the organisation as a whole. In order to gain a more detailed understanding of the issues facing the Trust, the Sub-Committee

also undertook a site visit to Queen's Hospital in January 2015. This proved a valuable opportunity for Members to view the elderly and general surgery wards and hold discussions with hospital staff.

- 1.3 BHRUT PALS – Officers from the BHRUT Patient Advice and Liaison Service (PALS) explained the service's role to the Sub-Committee. Members discussed the details of how the service sought to support patients and issues such as the difficulty patients often encountered in contacting the PALS service itself.
- 1.4 Patient Flows – The Sub-Committee also heard from the BHRUT chief executive on his plans to improve patient flows at Queen's Hospital. The performance of the hospital during the winter peak period was scrutinised as were initiatives such as the introduction of a Majors Lite section to speed up admissions and improvements to the system of dispensing medication on discharge.
- 1.5 Cardiac Centre, Barts Hospital – Whilst most services provided by Barts Heath NHS Trust are rarely used by Havering residents, the Trust does treat many victims of heart attacks from this borough. As such, the Sub-Committee held a useful visit in August 2014 to the new cardiac centre at Barts Hospital. Members toured this facility which would take over from the existing London Chest Hospital. Members were impressed overall with the new facilities although disappointed that little planning appeared to have taken place to consider the needs of patients with dementia.

2. INTERMEDIATE CARE

- 2.1 The Sub-Committee noted at several points during the year the success of pilots of two new services for Havering – the Community Treatment Team and Intensive Rehabilitation Service. Both services were designed to offer treatment close to or in people's homes and reduce the need for hospital admission. The Sub-Committee was pleased to be advised that these services were likely to be established permanently in Havering from August 2015.

3. PUBLIC HEALTH

- 3.1 The Sub-Committee scrutinised on three occasions this year the services provided by the Council following its receipt of new powers and responsibilities under the Public Health remit. Discussions with the Interim Director of Public Health covered the Council's role in areas such as oral health, immunisations, flu vaccines and sexual health services. It was noted that the Public Health team worked closely with BHRUT and Havering Clinical Commissioning Group (CCG) in order to provide effective services.

4. BREAST CARE SERVICES

- 4.1 Officers presented to the Sub-Committee details of proposals to transfer breast care services from the Victoria Centre in Romford to King George Hospital. Following a visit to the Victoria site, Members concluded that Havering residents would gain from using the more modern facilities at King George Hospital and therefore agreed that the proposals did not require formal consultation.

5. ST GEORGE'S HOSPITAL

- 5.1 The future of the St George's Hospital site in Hornchurch has continued to be a focus of the Committee's work throughout the year. Discussions have been held regularly with senior officers from Havering CCG who lead on the project. Members have expressed disappointment at the lack of detailed information in the plans presented and will continue to scrutinise the proposals as they develop. Towards the end of the period under review, the Sub-Committee was pleased to note that the CCG had approved an outline business case for the site and that this was now under consideration by NHS England.

6. PRIMARY CARE TRANSFORMATION PROGRAMME

- 6.1 CCG and GP Federation officers have updated the Sub-Committee on changes during the year to primary care services. The Sub-Committee has been pleased to note during the year the establishment of GP access hubs (now operated by the GP Federation) allowing access to GP appointments at weekends and in the evenings. The Sub-Committee was also supportive of the Complex Care 1,000 project whereby the 1,000 people with the highest number of long term conditions would be treated by a dedicated GP and practice nursing team. It was hoped that this would reduce the amount of hospital admissions required by people requiring the most complex levels of primary care.

7. MENTAL HEALTH SERVICES

- 7.1 The work of the North East London NHS Foundation Trust (NELFT) has continued to be scrutinised throughout the year, including services provided for children and adolescents (see below). Representatives from Havering MIND also attended the Sub-Committee in order to discuss a recent change in commissioning of employment services that were now provided by another organisation.

8. CARE ACT

- 8.1 In light of the close interrelationship between health and social care services, a senior social care officer briefed the Sub-Committee on the requirements of the Care Act being introduced from April 2015 and the impact of this on both the Council and on care facilities within Havering.

9. HEALTHWATCH HAVERING

- 9.1 The Committee has continued throughout the year to enjoy a productive working relationship with Healthwatch Havering. Healthwatch has been offered regular agenda slots and a member of the organisation is present and permitted to ask questions at each meeting of the Sub-Committee.
- 9.2 Healthwatch Havering presented to the Committee on a number of issues during the year. These included the organisation's annual report and a summary of the work it had undertaken around dementia and learning disabilities. The Sub-Committee also scrutinised visits Healthwatch had undertaken to local facilities using its enter and view powers and heard details of a consultation that Healthwatch had undertaken on GP access, in conjunction with the GP Federation.

10. JOINT WORKING WITH CHILDREN AND LEARNING OVERVIEW & SCRUTINY SUB-COMMITTEE

- 10.1 The Sub-Committee has on two occasions during the year under review (September and February) met jointly with the Children and Learning Overview & Scrutiny Sub-Committee in order to scrutinise matters relating to children's health. This included consideration of a number of issues such as healthy weight/reduction initiatives whereby the interim director of public health explained measures run by the Council such as walk to school schemes, school catering projects and the promotion of the use of Havering parks.
- 10.2 Children's health – Other issues scrutinised by the Sub-Committees relating to Children's Health included the immunisation programme and the role played by school nurses.
- 10.3 Children's mental health services – Officers from NELFT explained to the Sub-Committees the range of child and adolescent mental health services available. It was noted that demand for these services had increased and Members felt that advertising and communication around these types of services could be improved. In conjunction with the children and learning overview & scrutiny sub-committee, Members undertook a visit in April 2015 to the new NELFT Acorns Centre in Romford. Members toured the new

building which offered a range of children's health services including speech and occupational therapy, physiotherapy and child & adolescent mental health services. Members held discussions with medical staff at the site who explained that they were pleased to be able to make use of the new facilities.

11. OUTER NORTH EAST LONDON JOINT HEALTH OVERVIEW AND SCRUTINY COMMITTEE

- 11.1 Councillors Dodin, Ford and Patel represented the Sub-Committee on the Joint Health Overview and Scrutiny Committee covering Outer North East London (ONEL). Working in conjunction with Councillors from Barking & Dagenham, Essex, Redbridge and Waltham Forest, this has allowed scrutiny of health services issues affecting more than one Council area. The following areas were considered at joint level.
- 11.2 Urgent Care Procurement – CCG officers explained to the Joint Committee the details of a programme to commission a single provider of urgent care across the ONEL boroughs. This programme has since been paused and is expected to restart with a conference of relevant stakeholders in June 2015.
- 11.3 GP Issues – The Joint Committee was joined in October by a representative of NHS England who explained the organisation's role in commissioning GP services. Features of the new GP contract were also discussed and Members raised concerns over access to GPs and difficulty obtaining appointments etc.
- 11.4 Great Ormond Street Hospital for Children NHS Trust – For the first time, the Joint Committee scrutinised services provided by Great Ormond Street Hospital. Considerable numbers of admissions to the hospital were received from each of the ONEL boroughs and the Joint Committee held useful discussions with the director of planning and information at the Trust. The Joint Committee was concerned to hear that Great Ormond Street was likely to lose out financially under changes to arrangements for specialised NHS commissioning and has written to NHS England expressing this view.
- 11.5 Maternity Services – In January, the Joint Committee undertook detailed scrutiny of maternity services at both BHRUT and Whipps Cross Hospital. Issues of maternity staffing at local hospitals were considered and the Joint Committee also agreed that joint working should be encouraged to develop breast feeding. The Joint Committee also agreed its support for a bid for funding to increase maternity consultant cover at Whipps Cross.
- 11.6 NHS 111 – Officers from the Partnership of East London Cooperatives – the provider of the NHS 111 service met with the Committee and discussed issues such as response times to calls to the service and the relationship between NHS 111 and commissioners.

- 11.7 Barts Health/Whipps Cross Hospital – Following the recent publication by the Care Quality Commission of a negative report on aspects of services at Whipps Cross Hospital, the Joint Committee scrutinised the Trust’s improvement plan with senior Barts Health officers including the Chief Executive and Medical Director. At the same meeting, discussions were also held with officers from the Care Quality Commission on their inspection process and relationship with scrutiny.

IMPLICATIONS AND RISKS

Financial implications and risks:

None – narrative report only.

Legal implications and risks:

None – narrative report only.

Human Resources implications and risks:

None – narrative report only.

Equalities implications and risks:

While health issues and the work of the Committee can impact on all members of the community, there are no implications arising from this specific report which is a narrative of the Committee’s work over the past year.

BACKGROUND PAPERS

Minutes of meetings of Health Overview and Scrutiny Sub-Committee and ONEL Joint Health Overview and Scrutiny Committee 2014/15.

INDIVIDUALS OVERVIEW AND SCRUTINY SUB-COMMITTEE ANNUAL REPORT 2014/15

INTRODUCTION

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SUB-COMMITTEE MEMBERSHIP

Councillor June Alexander (Chairman)
Councillor Philip Hyde (Vice-Chair)
Councillor Ray Best
Councillor Viddy Persaud
Councillor Keith Roberts
Councillor Roger Westwood
Councillor Darren Wise

WORK UNDERTAKEN

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

1. Introduction to Overview and Scrutiny

At its July 2014 meeting the Committee received a presentation giving an insight into how Overview and Scrutiny worked in Havering. The difference between executive decisions and those made by the Council was explained. Overview and Scrutiny was the function by which Council decisions, or indeed any actions taken in connection with Council functions, can be reviewed and/or scrutinised. The factors for successful scrutiny Topic Groups were outlined and it was noted that the more tightly and realistically framed that the recommendations are, the more likely they are to be adopted/ implemented.

2. Overview of Adult Social Care

At its meeting in July 2014, the Committee received a presentation setting out the services within Adult Social Care and Commissioning. A brief description of what each section was responsible for was explained. Members were given a detailed presentation on the Care Act and Better Care Fund, including details of

how the Care Act pulled together a number of legislation and law into one document.

3. Review of Services in Havering for People with Dementia or a Learning Disability

In July 2014 the Committee received a presentation from HealthWatch Havering setting out the findings of a review that had been carried out into the services available for people who have dementia or a learning disability. A number of workshops were carried out to find out from carers, volunteers and users what services were available in Havering. The framework for each workshop and for both topics was based around the following questions:

- What is missing?
- What would make a difference?
- What have you experienced that is good?

Over 100 people attended the workshops and a number of conclusions were reached. From these conclusions HealthWatch Havering agreed on a number of recommendations that had passed onto the relevant agencies.

4. Age Concern Reorganisation/ Relaunch (Tapestry)

At its meeting in September 2014, the Committee received a presentation from the CEO of Age Concern Havering on the proposed new branding and renaming to Tapestry. It was noted that Age Concern Havering remained independent when the national organisation became Age UK. New branding and logos were discussed together with the introduction and implementation of new values and new ways of working. A number of new services would be delivered to the clients of Tapestry. These included:

- Integrated service wide food program
- New community based activities involving “exercise for health”
- Increased community integration and involvement with all ages
- Integration of new technologies

The launch of the re-branding would take place in December 2014.

At its meeting in January 2015, the Sub-Committee were given a presentation on the new Tapestry organisation and its work. It was noted that the Tapestry Mission was “*To enable adults to lead a healthy, positive and fulfilling life*”. This would take account of the changes to service provision so that it would be available for all adults. Tapestry had three main priorities: Prevention, Care and Support. The values that underpinned the activities of Tapestry were Enterprising, Empathetic and Expert. It was noted that the service would be about identifying solutions for clients, to be understanding and professional and to be the best in terms of knowledge and learning.

The Sub-Committee was informed that whilst at present services available were by word-of-mouth, in the next few month there would be a bigger marketing drive

which would make use of more technology. The organisation would have to grow 25% in the next year, they had a very experienced board and the members were very confident that they could deal with the changing marketplace.

5. Dementia Strategy Review

In September 2014 the Committee received a presentation setting out the progress of the Dementia Strategy from the Locality Lead at the Clinical Commissioning Group Havering. The strategy was built around a number of statements from which indicators were collected. These included:

'I was diagnosed early' – The current rate of diagnosis was 57% which was an improvement on the previous year (47%) however there was always scope for improvement. There were approximately 3000 people in Havering who were thought to have dementia. The target figure for 2016/17 was 67%. It was noted that a lot of good work had been done however more work was needed in identifying patients, particularly in GP surgeries as this was the biggest area where diagnosis was poor.

'I understand so I make good decisions and provide for future decision making' – Members were informed that surveys of carers had been carried out in hospitals. The survey included questions about the care received, further information being offered and if the support was adequate to the relative's needs.

'I get the treatment and support which are best for my dementia and my life' – The Committee was informed that there were 40 care homes with Dementia Champions and 50 organisations in the Dementia Action Alliance. The Havering CCG was encouraging outstanding GP practices to sign up to the Dementia Action Alliance (DAA), however any organisation could be part of the DAA. A number of banks had signed up to the DAA in recognising if a number of withdrawals are being made in a short period of time.

'I am treated with dignity and respect' – It was noted that the CCG would commission all future services with a requirement that it includes a dementia element as standard. There were consultations with then Phlebotomy service for those with dementia, since the waiting times were more difficult for someone with dementia.

The CCG would ensure that the Care Plans on the Health Analytics were shared between all local acute trusts so that there was a smooth transition between departments. This was particularly pertinent in A&E so that patients were known to have dementia before being approached by a clinician.

6. Funding Reform

At its meeting in September 2014, the Committee received a presentation from the Head of Adult Social Care and Commissioning setting out the Funding Reform under the new Care Act.

The main direct financial implications from the funding reform would be the rise in the upper capital threshold for means-tested support from £23,250 to £118,000. This would take effect from 2016/17. A cap would be set at £72,000 for the maximum contribution anyone would make to adult social care. This would include any residential and community services, and all previous contributions made towards community care services would be taken into account and be accrued towards the cap. All self-funders would be required to be provided with an independent personal budget, which would be reviewed and updated regularly. This budget will allow for the individual to progress towards the care cap.

The Committee was made aware of emerging concerns and priorities. These included affordability of services, and what they may cost, how many social work staff were required to meet the demands of residents and the review of all business process to make them more efficient and streamlined.

7. Healthwatch Havering Annual Report

At its meeting in September 2014, the Committee received an oral report from the Chairman of the Healthwatch Havering on its Annual Report 2013/14 which set out the work carried out by the organisation in the last year. It was outlined that Healthwatch Havering was a local independent consumer champion for health and social care. The umbrella body was Healthwatch England, which is part of the Care Quality Commission (CQC).

The launch of Healthwatch both nationally and locally coincided with emerging public concerns raised about Mid-Staffordshire Hospital and Winterbourne House care home. Locally, concerns were raised about a series of adverse CQC and other reports about care in Queen's Hospital and in several care homes in the borough. At the time the CQC carried out a new inspection regime of Queen's Hospital which placed the hospital in "special measures". Whilst Healthwatch Havering was not directly involved in the decision, it did submit evidence to the inspection team and was invited to a meeting where the CQC announced its findings.

Healthwatch Havering was a statutory member of the Havering Health and Wellbeing Board. It also had formal representatives on Health, Individuals and Children's Services Overview and Scrutiny Committees and a wide range of other relevant bodies, both local and regional to North and East London.

Healthwatch Havering had prioritised the eight established Health and Wellbeing priorities from their own perspective. The order being:

- The CQC inspection of Queens Hospital (Priority 7: Reducing avoidable hospital admission)
- Frail and Elderly Members of our community (Priority 5: Better integrated care for the 'frail elderly' population and Priority 1: Early help for vulnerable people)

- The Better Care Fund (Priority 8: Improvement the quality of services to ensure that patient experience and long-term health outcomes are the best they can be)
- The Care of Children in our Community (Priority 6: Better integrated care for vulnerable children)
- Joint Strategic Needs Assessment (Support the development of all 8 priorities)
- Dementia Strategy (Priority 2: Improved identification and support for people with dementia)
- Children and Families Bill (Priority 1: Early help for vulnerable people)
- Specialist and Cardiovascular Services (Priority 3: Earlier detection of cancer)
- Childhood Obesity (Priority 4: Tackling obesity)

Healthwatch Havering had also identified six key priorities for 2014/15. These were End of Life Care, Frail and Elderly care within the Emergency Department, Access to Primary Care, Access to Health Checks and Immunisation, Continue the programme of Care Home Visits, and to identify a project working with Young People. All these areas reflected concerns that have been brought to the attention of Healthwatch Havering and which supported the overall health and wellbeing of people.

8. Dementia and Diagnosis Topic Group

At its meeting in September 2014, the Sub-Committee established a topic group to look at Dementia and Diagnosis in Havering. The Sub-Committee wished to understand how awareness of dementia could be raised, pre-diagnosis procedures, understanding the process once diagnosis had taken place and what was in place for people and their families living with dementia.

The group met with representatives from the Havering Clinical Commissioning Group (CCG) and North East London NHS Foundation Trust, together with visiting two care homes in the borough who specialised in care for people living with dementia.

The group also attended a Focus Group run by the CCG and Dementia Action Alliance and were able to talk with people living with dementia and their carers about any areas that needed improving to make their lives better.

9. Learning Disabilities and Support Topic Group

At its meeting in September 2014, the Sub-Committee established a topic group to look at Learning Disabilities and Support available in Havering. The Sub-Committee wished to ensure that the council was helping those individuals with a learning disability with the transition from School to College/ University, and where capable, into work opportunities. It was agreed that members from the Children and Learning Overview and Scrutiny Sub-Committee should be co-opted onto the group as there would be an overlap of remit.

The group met with representatives from both Adult and Children's Social Care, the local College, the Job Centre and the Havering Chamber of Commerce, to understand what was currently in place. Representative from Special Educational Needs Support and Advocacy (SENSA) and Positive Parents were also invited to meetings to give their perspective of how parents and carers found the process.

The group agreed that there were improvements needed especially around the Education, Health and Care Plans. A number of recommendations would be included in the final report to Cabinet.

The group

10. Information and Advice Service

At the November 2014 meeting, the sub-committee received a brief on the information and advice provided by Adult Social Care. Officers explained when information may be needed and that by providing good information and advice would improve the wellbeing of people and may delay or prevent the need for further support.

Information was available from a number of areas, including Carepoint, Children's Centres, Neighbourhood Offices, Libraries, MyLife Havering (where you can find information online in one single place about the services and support available locally for children, young people and adults with special educational needs and disabilities), Voluntary sector organisations (Age Concern) and national organisations including NHS Choice, Net Doctor and the CQC website.

11. Telecare Presentation

At the meeting in November 2014, a presentation on assisted technologies was received. These were to promote independence and provide care at a distance. The Telecare centre ran 24 hours a day, 7 days a week with a response service. There were approximately 4,500 clients who received the service, the majority were elderly and lived in their own homes. The Sub-Committee viewed a number of the technologies including a pendant, a watch, flood detector, temperature extreme detectors as well as pill dispensers and on-track systems such as Skyguard and Vaga-watch. The latter were GPS systems which could track people who wandered outside of a particular area. The smallest area that could be set was 200 metres.

The Sub-Committee noted that there were 11 responders in total who worked across the 24 hour rota system. During the day there would be 5-6 responders and in the evening there would be 2-3 responders. The response time targets were 90% in 45 minutes and 100% in an hour. The average response time in Havering was 23 minutes with 99.2% in 45 minutes in the month of October.

The minimum cost was £4.68 a week, which included equipment, installation and all call-outs. The service was installing on average 100 units a month and

removing approximately 50 a month. All equipment was re-used and the service was not fixed to one supplier. The equipment was regularly tested and maintained every year.

12. Complaints Annual Report

At its meeting in November 2014, the Adult Social Care Complaints, Comments and Compliments Annual Report was received. The Sub-Committee noted that there had been a slight increase in complaints between 2012/13 and 2013/14. A breakdown of the complaints by services area was explained. The highest area of complaint was about external homecare however this service had the largest number of clients.

Recording of monitoring information had improved from previous years, with the method of contact for 2012/13 as mainly traditional e.g. letter, email and telephone, whereas the direction towards more online communication was recorded in 2013/14. It was noted that there had been 102 compliments made to the service which was almost the same as the complaints (108). The total number of member enquiries received during 2013/14 was 76, a 30% increase from 2012/13, and 75% were responded to within 10 days.

13. Dial a Ride

At its meeting in November 2014, the Sub-Committee received a presentation on the Dial a Ride service within Havering and the issues that were faced by its users. It was explained that this committee and its predecessors had been investigating this issue for a number of years.

The Sub-Committee noted that the service was provided free to its members, providing that they meet the relevant criteria. The cost per journey was £25.66 compared with just £12 per journey under the Taxicard scheme. Members noted the issues experienced by users of the Dial a Ride service, together with meetings and information that had been sought from different contacts at Transport for London over the previous years.

It was noted that consultants had been employed by TfL to carry out a Review of London's Social Needs Transport Market findings. A brief had been prepared and shared with the sub-committee. The sub-committee were keen to talk to TfL in order to progress and improve the service for residents in Havering.

In January 2015, the Sub-Committee met with a local Dial a Ride user to find out the concerns and issues faced on a daily basis by residents who used the Dial a Ride service. Members noted that since a new computerised scheduling system (Trapeze) had been implemented in 2008, the service had not been as efficient. Prior to the computerised system Dial a Ride could complete approximately 30 trip a day in Havering, however now they could only complete 16 trips a day. The system could not take account of group booking i.e. two members travelling together from the same location, or in the same street at the same time. Frequently Dial a Ride would send a separate vehicle for each individual. Other

issues included only one way travel with no return trips and difficulty in obtaining trips at weekends and evenings.

The Sub-Committee agreed that they would continue to progress the issues highlighted with TfL.

At its meeting in March 2015, the Chairman informed the Sub-Committee that the Vice-Chair and herself had met with representatives from Transport for London and Senior Officers from the Council to discuss the matter. A very productive meeting had been held, however due to the confidential nature of the meeting nothing further could be provided at this stage. As things progressed the Sub-Committee would be updated accordingly.

14. Council Continuous Improvement Model

In accordance with the Council's Continuous Improvement Model the Sub-Committee received an update on the following Cabinet reports:

Section 75 Agreement with North East London NHS Foundation Trust – A partnership arrangement between Havering and North East London NHS Foundation Trust (NELFT) had been established to provide mental health services for adults and older adults in Havering. The first Section 75 agreement for mental health was in 2009, and was renewed in 2013. Money was pooled between LBH and NELFT to deliver the service, and council staff were seconded to NELFT.

The budget for mental health services was outlined with the council contributing £11.88 million for the staffing and £1.25 million for commissioned services, with NELFT contributing £14.5 million.

The Sub-Committee was able to view a number of performance indicators for 2014/15 associated with mental health in Havering. It was noted that nationally for some years the key priority had been to support people with mental health issues to live as independently as possible, with less reliance on institutional settings (such as hospital beds and residential care settings), and Havering's activity information reflected this. It was also noted that the percentage of people with mental health being detained under the Mental Health Act rose in June, although it was not clear the full details of this spike.

Arranging for the provision of domiciliary care to adults – A framework had been agreed in November 2012 which commissioned a service where care agencies provided home care. At the time of the agreement there were twelve providers identified, this had then dropped to eleven. The total framework value was £37 million over a four year term; the service was half way through its term.

The Sub-Committee noted that the quality of care provided was satisfactory, however this linked with the corporate complaints. There was a national issue in recruiting staff for home care and this was true of the Havering providers. Concerns were raised about the impact this could have on the reablement team in the coming winter months if care packages were not delivered.

15. Havering Autism Plan

In January 2014, the Sub-Committee received a brief presentation on Adult Autism. Details were given of how the Autism Spectrum Condition could affect individuals. This included not knowing the world around them, not understanding body language, and having difficulty with social interactions. The officer explained the different support and reasonable adjustments that could be made for each individual.

The Sub-Committee noted that the National Adult Autism Strategy would be refreshed and it was the expectation that local authorities would take a lead on transforming health & social care, community and universal services as well as promoting support for Adults with Autism through organisational change and local leadership.

It was noted that the projected Adult Needs and Information Service had estimated the number of Adults with Autism in Havering was 1433. This was predicted to rise by 12% by 2030 to 1597. It was further noted that there was a growing number of young people with Autism Spectrum Condition, Learning Disabilities and Challenging Behaviours entering the system via the transition process.

16. Healthwatch Havering: Background on Enter and View

A representative from Healthwatch Havering provided the Sub-Committee with an overview of their "Enter and View" powers at its March 2015 meeting.

All representatives of Healthwatch Havering have undergone training in Enter and View, Safeguarding, Deprivation of Liberties and Mental Capacity Act. Their role was to be well informed lay people to look at the service provided.

All enter and view visits are announced and carried out by trained volunteers. Notes are made of visits which form a report. Once agreed this report is sent onto the CQC, the Local Authority and published on the Healthwatch Havering website.

17. Admission and discharge from Hospital to Care Home.

Following a request from members about the admissions and discharges from Care Homes, officers provided a presentation on the process in place at the meeting in March 2015.

The Sub-Committee were informed that there were 17 Nursing Care Homes with 964 beds, 22 Residential Care Homes with 643 beds and 20 Learning Disability Homes with 130 beds. There were two types of admission to hospital, the first was planned admission for an operation or tests under sedation, these would either be accompanied by a family member, carer, or the home would provide sufficient information to the hospital for the individual to attend alone. The second would be an unplanned admission, these could be in the form of an

urgent (via 999) sudden collapse, a serious fall, injury or at the request of the GP.

Each resident within a Learning Disability home was issued with a hospital passport which gives all their details together with their needs, in the event of an emergency an escort would accompany the resident. It was noted that whilst the hospital was aware of the hospital passport, these did not always come back to the home with the resident. Members felt that given recent technologies that the data could be uploaded onto a bracelet that could be worn by the resident and scanned at the hospital. This would prevent the need for paper copies which could get lost. It was agreed that this would also be useful for older people in care homes.

The process in discharging from hospital back to either a care home or an individual's own home was discussed. The Sub-Committee noted that the next of kin would be the first to be informed of the discharge. If an individual needed to be discharged into a care home before returning to their own home, this was often "step-down". This could be a form of respite care due to hydration, nourishment or because they had broken a limb or had a co-dependant who they could not care for. A social worker would carry out an assessment on the hospital ward and a detailed support plan would be written for the needs of the individual.

18. Overview of Safeguarding

At its meeting in March 2015, the Sub-Committee received a presentation on Safeguarding Adults in Havering. The Care Act and Making Safeguarding Personal had put the user at the centre of safeguarding planning with a multi-agency approach. The Safeguarding Adults Board (SAB) was on a firm footing, it had strengthened and had become more strategic over the past year. Members noted that the Board was attended by Chief Officers from all partners.

The Sub-Committee noted that Adults can make a choice about their lives, if they have the capacity. Adult Social Care will support the individual in their preference and choice. If an individual does not have the capacity then the Deprivation of Liberties and Mental Capacity Act comes into play. Support is then given to the family and friends of the individual too.

The Care Quality Commission had been looking into the Deprivation of Liberties and where these had been applied for. Due to this there had been a large increase in best interest assessments having to be carried out. The Sub-Committee noted that in 2013/14 there had been 33 assessments however in 2014/15 there had been 370 assessments carried out. Officers stated that as well as the new assessments, all outstanding assessments need to be reviewed; this had therefore increased the workload. All best interest assessments must be carried out by someone who is not involved in that person's care or in making any other decisions about it and must be a qualified social worker, nurse, occupational therapist or chartered psychologist with the appropriate training and experience.

19. Demand Management

An in-depth presentation on Demand Management was given to the Sub-Committee at its March 2015 meeting. It was explained that Demand Management was about reducing and/or slowing down the rise in demand for services to levels that are manageable within the resource envelope that Havering have. The majority of savings attributed to demand arrangements will arise from cost-avoidance, i.e. preventing an increased spend that would otherwise result from more people entering “ the system” and using Adult Social Care services.

It was explained that this was a big issue to Adult Social Care as the demand would continue to rise given that ageing population and the changing demographic profile in Havering. The Care Act would also have a disproportionate impact on Havering given the amount of care homes located in the borough. The Sub-Committee were concerned that GP registrations had continued to rise each quarter with 3,064 additional registration in the second quarter to 2014/15.

The challenges were noted that would face Adult Social Care, given that the directorate alone accounted for 60% of the whole Council budget. The need to dramatically transform the operating models by prioritising early help, intervention and prevention is hoped to be the resolution. Officers stated that work had already started on focussing to deliver this.

The Sub-Committee were informed that there was lots of focus on demand management within senior staff meetings, working groups, the Care Act as well as many of the strategic documents, priorities and policies. The Demand Management Working Group was established in 2014 and had representation from across the Directorate including Public Health and Corporate colleagues. An Early Help, Intervention and Prevention (EHI&P) Strategy had been produced to help tackle demand and prioritise EHI&P services. This had been aligned to the Health and Wellbeing Strategy, the Care Act Programme and the draft Directorate Plan. There were five pilots about the start which would feed into the Implementation Plan. Whilst this was a Directorate Strategy, it was likely to evolve into a Council-wide and partner-wide strategy.

IMPLICATIONS AND RISKS

Financial implications and risks:

None – narrative report only.

Legal implications and risks:

None – narrative report only.

Human Resources implications and risks:

None – narrative report only.

Equalities implications and risks:

While the work of the Committee can impact on all members of the community, there are no implications arising from this specific report which is a narrative of the Committee's work over the past year.

BACKGROUND PAPERS

Minutes of meetings of Individuals Overview and Scrutiny Sub-Committee 2014/15.

TOWNS AND COMMUNITIES OVERVIEW AND SCRUTINY SUB-COMMITTEE ANNUAL REPORT 2014/15

INTRODUCTION

This report is the annual report of the Sub-Committee, summarising the Sub-Committee's activities during its year of operation ended May 2015.

It is planned for this report to stand as a public record of achievement for the year and enable Members and others to have a record of the Committee's activities and performance.

SUB-COMMITTEE MEMBERSHIP

Councillor Lawrence Webb (Chairman)
Councillor Linda Hawthorn (Vice-Chair)
Councillor Michael Deon Burton
Councillor Jason Frost
Councillor Jody Ganly
Councillor Steven Kelly
Councillor Barbara Matthews
Councillor Robby Misir
Councillor Frederick Thompson

WORK UNDERTAKEN

During the year under review, the Sub-Committee dealt with the following issues:

Introduction to Overview and Scrutiny – At its July 2014 meeting the sub-committee received a presentation giving an insight into how Overview and Scrutiny worked in Havering. The difference between Executive decision and those made by the Council. Overview and Scrutiny was the function by which Council decisions, or indeed any actions taken in connection with Council functions, can be reviewed and/or scrutinised. The factors for successful scrutiny Topic Groups were outlined and it was noted that the more tightly and realistically framed that the recommendations were, the more likely they were to be adopted/implemented.

Introduction to service areas within the Sub-Committee's remit – Members received presentations on the services within the remit of Sub-Committee. These included all services covered by Culture and Leisure, Regulatory Services, Housing and Community Safety. The Head of Services outlined their respective

services objectives and how the services operated in order to meet these objectives.

The Head of Service, Culture & Leisure explained that the service's main objectives were to transform lives through participation in, and enjoyment of culture.

The Sub-Committee was informed that the Corporate Policy & Diversity team provided support to the new administration in developing the Council's priorities and strategic plans for the future. The team's responsibilities also included maintaining the corporate performance framework and developing the 'Corporate Brain' intelligence function. Other services within Corporate Policy and Community Manager Team included the Community Engagement and Energy Strategy Team. The Head of Homes and Housing outlined the service area to the sub-committee. Members were informed that Homes & Housing Services comprised of 256 permanent staff and an additional 40 agency staff. That the service had the responsibility to manage all Council homes that consisted of:

- 9,938 social rented homes
- 2,260 leasehold properties
- Let 616 homes last year
- Spent £31m capital programme

The Head of Regulatory Services introduced the service area to the subcommittee detailing that the operational framework of the Regulatory Services was to carry out statutory based duties and powers. The teams provided an advisory, operational and enforcement function whilst working with a strong legal base to support activities of the respective teams.

At its meeting in September 2014, the Head of Economic Development Services. outlined the services objectives and how the service operated in order to meet these objectives. The Sub-Committee was informed that the service had a five year target part of which was to deliver Romford 2020 as an increasingly vibrant and prosperous Town Centre.

Work Programme - The sub-committee agreed to set up the following two Topic groups:

1. Social Inclusion in relation to future development to meet the needs of the diverse community
The group comprised of Councillors Alex Donald, Steven Kelly and Linda Hawthorn.

It was later decided not to undertake the scrutiny review on the above subject matter.

2. Landlord Accreditation Scheme
The Group was led by Councillor Jason Frost with Councillors Jody Ganly and Linda Hawthorn as members.

The Landlord Accreditation Scheme Topic Group report was considered by the sub-committee at the 22 April meeting.

Councillor Guide on Fire Safety - At its meeting in September 2014, the Sub-Committee received a briefing from the Director of Property Services, Homes & Housing on the briefing information on Councillor Guide on Fire Safety. The Sub-Committee was informed on the steps that Homes & Housing had taken to ensure safety of council residents in LBH properties.

The Sub-Committee was informed that the Homes & Housing had developed a Fire Action plan since the release of the findings ensuring a random check of windows in council was carried out.

Housing Capital Programme & Contractor Performance. At the request of the Sub-Committee, Members received a presentation on that detailed the programme context of the housing capital programme. The Capital Programme 2014 – 15 was in the second and final year of the programme to deliver decent homes from the decent homes grant. The Sub-Committee was informed that at the completion of the 2014/15 programme, the decent homes grant would result in a level of 97% decency in council homes in the borough.

Presentation on the Licensing Strategy At its meeting in October 2014, the Sub-Committee received a presentation on the Licensing Strategy from the Public Protection, Licensing and Health and Safety Divisional Manager. This presentation provided an opportunity for the Sub-Committee to be informed on the reshaped Licensing Strategy and the proposed consultation of the Statement of Licensing Policy.

The Sub-Committee was informed that the decision to develop a strategy originated from the Havering Night Time Economy costs and benefits report in 2010.

The draft strategy was consulted and the final strategy was adopted by Full Council on the 26 March 2014.

The Sub-Committee was informed that the Statement of Licensing Policy was a statement of how the Licensing Authority was going to consider licence applications in the borough. The policy had to be renewed every five years and a new policy would need to be produced next year in order to be in place for January 2016.

The Sub-Committee was informed that the new policy would need to be drafted, published and circulated for consultation to all premises, stakeholders, Members and resident of the borough who would like to have some input in developing the draft policy.

Following the presentation, Members agreed to form a joint working topic group with members of the Licensing committee to develop the draft policy that would be circulated.

The Sub-Committee noted that the Councillors Linda Hawthorn, Jason Frost, Frederick Thompson and Lawrence Webb would be joining selected Members from the Licensing Committee to form a working group.

Presentation on London Enterprise Panel At the request of the Sub-Committee, the Head of Economic Development, Culture & Community gave a presentation on the London Enterprise Panel (LEP).

Members gathered that part of the LEP Growth Deal, an initiative “London New Homes Bonus” (NHB) was to fund the Growth Deal. The presentation detailed the following programme that the service identified would provide maximum growth as part of the Growth Deal Project.

- Romford Town Centre
- Supporting retail businesses
- Havering business incubator hub
- Care Havering
- Build Havering
- Renewable energy investment

The Sub-Committee was informed that the service was looking to agree final allocations for each project area (to new total of £1.369m). Following this, the next action plan was to develop delivery plans for each of the six project areas for a prompt start on 1 April 2015.

The following preparatory works were outlined to the sub-committee:

- Romford Market Review (May 2015).
- Business and landlord engagement in Romford (Jan 2015)
- Recruitment of a Romford Growth Manager (April 2015)
- Market shaping and business development research into the local care and support market (March 2015)
- Number of renewable energy feasibility studies (March 2015)

Council Continuous Improvement Monitoring – Progress of three cabinet reports – In accordance with the Council’s Continuous Improvement Model the Sub-Committee received updates on the following reports in January 2015:

In accordance to the Council’s Continuous Improvement Model, the Sub-Committee received a presentation update on the Revised Housing Allocation Scheme and Tenancy Strategy.

The Sub-Committee was informed that the report that went to Cabinet detailed a revised Allocations Scheme covering the eligibility for, and letting of, council housing in the borough. The revisions took account of the new freedoms and

flexibilities afforded to local authorities with regard to the letting of council homes brought in by the Localism Act 2011. The revisions had been informed by a thorough and detailed consultation with residents who were likely to be affected and stakeholders both within and outside the Council.

In accordance with the Council's Continuous Improvement Model, the Sub-Committee received a presentation update on the Housing Revenue and Capital Budget.

The Sub-Committee was informed that since 2012 the position of the Housing Revenue Account (HRA) had been different from previous years because of Self Financing HRAs. The HRA remained a ring-fenced account that was used to manage the Council's own housing stock. The proposed budget enabled the Council to manage the stock to a reasonable standard and to deliver the next phase of the Council's Decent Homes Programme. It further set rents, service charges and other charges for Council tenants for the year 2013/14.

The Sub-Committee was shown a presentation that outlined comparisons in income from the Housing Revenue Account in 2013/14 and 2014/15. Expenditure from the Housing Revenue Account 2013/14 and 2014/15 were also detailed.

The Sub-Committee was informed of the following issues for the HRA in 2014 – 2015, that were Rents & Service Charges related:

- The rent increase was 5.9%
- Average rents were now £90.80 although these were still the lowest in London
- Rents on empty properties went straight to target rents and this had generated an extra £0.5m this year
- Service charges covered costs

The presentation identified the following area of growth in 2014 – 2015 for the HRA

- Affordable Housing Team
- Mobility and under occupation programme
- Queen Street Villas
- Contribution to the capital programme, and completion in 2014/15

At its meeting in January 2015, the Sub-Committee received a presentation that updated on the Culture Strategy.

The Sub-Committee was taken through the Culture Strategy 2012-2014 and the updated on the progress against the Action Plan. The Sub-Committee was informed that the Culture Strategy was driven by a very simple ambition: "To transform lives through participation in, and enjoyment of culture"

The Strategy was based on the following objectives:

- Objective 1: Health and Wellbeing - Support a high standard of mental, physical and emotional health for all by increasing the number of people taking part in sport and Physical Activity and accessing the natural environment

- Objective 2: Learning and Development - Support learning opportunities for all, by enabling people to take part in new activities, ensuring development pathways are in place and providing access to coaching, officiating, leadership and club development training
- Objective 3: Towns and Communities - Enriching our towns and communities, through investment and engagement in culture, and delivering a high quality, safe, pleasant, visually interesting landscape and townscape for our residents.

The Sub-Committee noted that the following progress against the Action Plan from each of the objectives.

- 31 actions had been achieved (65%)
- 13 actions partially achieved (27%)
- 4 actions not achieved (8%), but 1 of these was because the action was no longer required.

Corporate Performance Reports 2014/2015 In accordance with the Council's Continuous Improvement model the Sub-Committee received a quarterly report that set out the Council's Corporate Performance Indicators.

At its meeting in September 2014 the Sub-Committee received details of service performance information for 2013/14 Quarter 4 and 2013/14 Annual reports and on October 2014 the Quarter 1 2014/15 report. The report provided Members with specific performance indicators that related to the work area of the Sub-Committee.

IMPLICATIONS AND RISKS

Financial implications and risks:

None – narrative report only.

Legal implications and risks:

None – narrative report only.

Human Resources implications and risks:

None – narrative report only.

Equalities implications and risks:

Whilst the work of the Committee can impact on all members of the community, there are no implications arising from this specific report which are a narrative of the Committee's work over the past year.

BACKGROUND PAPERS

Minutes of the meetings of Towns and Communities Overview and Scrutiny Sub-Committee 2014/15.

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ANNUAL REPORTS OF MEMBER CHAMPIONS

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MEMBER CHAMPION FOR YOUNGER PERSONS

ANNUAL REPORT FOR THE MEMBER CHAMPION FOR ARMED FORCES 2014/15

Flag Raising Ceremony & Armed Forces Day Parade



Flag raising ceremony on 23 June 2014

On Monday, 23 June, I attended the ceremony at Havering Council to honour the contribution of servicemen and women by raising a flag outside the Town Hall.

Armed Forces Day took place on Saturday 26th June 2014. A parade formed on South Street and marched from there to the Market Place. The parade featured veterans, cadets from the Army, Navy, Royal Air Force and many volunteer groups such as the St John Ambulance. It was an enjoyable day and was very well supported by the public



World War 1 Commemoration Events

In my role as Armed Forces Champion, I have been involved with the WW1 Centenary events, alongside Councillor Wallace as Cabinet Member for Culture and Community.

On Monday, 4 August 2014, a Multi-Faith Civic Service was held at St Edward's Church Romford to mark the outbreak of the First World War. The service was led by Father Anderson and Rabbi Sunderland and was extremely well attended.

Havering Council has organised a range of on-going events to commemorate the First World War. The Local Studies Library and Havering Museum hosted a joint exhibition which ran from August to November, exploring the impact of War in Havering. Staff in the Local Studies and Family History Centre are also posting an online diary which will run throughout the duration of the First World War.

On Saturday, 25 April 2015 a special ANZAC Day memorial service was held at St Andrew's Church in Hornchurch.

The Mayor attended the service along with Councillors and guest of honour, Kenneth Ryan, the First Secretary of the New Zealand High Commission. Approximately 200 members of the public were also present.

Following the service, wreaths were laid at the graves of four soldiers who served as part of the Maori troops.

Unveiling of the Rainham War Memorial, following restoration work

On 14th October 2014, I attended a service of re-dedication that took place at the Rainham War Memorial, following a programme of works to clean and restore the structure.

The restoration work was part of a project in which Havering Council secured £86,000 from Veolia North Thames Trust for the Borough's five main war memorials to be renovated.

The Mayor and other dignitaries led the service of commemoration and a reception was held afterwards in Rainham Church Parish Hall.



The Mayor speaking at the unveiling of the Rainham War Memorial

Army Reserves Campaign

The Borough has been working with 151 Transport Regiment based in Warley in order to boost recruitment to the Army Reserves.

The recruitment drive included an advertising campaign on noticeboards, publicity in the Council's "Living Magazine" and specially commissioned beer mats which were distributed to all pubs in Havering. There will also be a stall at the Havering Show.

A new regiment, the 71 signals, will be moving to the Territorial Army Centre in London Road in the near future, which it is hoped will raise the profile of Army reserves in the Borough.

Armistice Day Parade and Service

Remembrance Sunday services across the borough saw thousands of people come together to honour the nation's servicemen and women.

Services took place in Romford, Hornchurch, Elm Park, Upminster, Harold Hill, Harold Wood and Rainham.

Councillor Linda Trew, Mayor of Havering, laid a wreath on behalf of all Councillors and staff at Romford's War Memorial in Coronation Gardens.



**ANNUAL REPORT OF
THE CHAMPION FOR EQUALITIES &
DIVERSITY**

ANNUAL REPORT FOR THE MEMBER CHAMPION FOR EQUALITIES & DIVERSITY 2014/15

The Council's E&D activities for the forthcoming year are set out in the Single Equality Scheme Action Plan and Service Plans. These activities are monitored throughout the year by the Corporate Diversity Management Group (CDMG) and Services. This report highlights the main achievements in 2014-15.

Objective 1. Understanding the needs of Havering's diverse communities

- A Corporate Data Warehouse is being established, which is a central hub, providing access to various sources of data held within the Council's databases and systems. There are three aspects to the Data Warehouse, a single property view (now available), a single customer view (incorporating data relating to the protected characteristics) and a single business view. This will enable the Council to better understand the make-up of Havering's diverse communities and to better plan and deliver services to meet the needs of our residents.
- The Joint Strategic Needs Assessment (JSNA) helps decision-makers to make informed decisions about healthcare and social services provision in Havering, ensuring that residents' needs are addressed. To both inform and drive public health, healthcare and social care commissioning, further needs assessments were completed for drug and alcohol, sexual health and pharmaceutical services.
- An Equality Impact Assessment (EIA) was undertaken to inform the tender for a new drug and alcohol service to address the changing local needs identified in the JSNA. No negative impacts were found for any of the protected characteristics, and analysis of users previously in treatment compared to the local population reporting substance abuse, found the new service to have a positive impact for the characteristics previously identified through a review of "neglected populations". These included women; affluent drinkers and drug users; ethnic minorities; and older and isolated people. The new service will emphasise the current thinking and approach found in the national drug and alcohol strategy, which focuses on the recovery of the individual substance misusers.
- Ethnic minority achievement 'health checks' were carried out in primary and secondary schools to highlight any inequalities and how they might be dealt with. These focused on gaps in attainment identified by Ofsted. Identified groups included gender, Special Educational Needs (SEN), first language and ethnicity. Training was also carried out in an online system which provides an interactive analysis of school and pupil performance data in terms of their achievements, attendance and behaviour, to help facilitate leaders in identifying achievement gaps and areas for improvement.

- The Council is committed to engaging local residents in its decision-making processes. For example, a three-month consultation was carried out on budget saving proposals to inform the 2015-16 budget approved by Cabinet and full Council in February 2014; and an inclusive consultation task and finish group reviewed the Consultation Policy and Toolkit and made recommendations for improvement which are being implemented.

Objective 2. Improving the life chances for all, particularly for the most vulnerable

- Supporting families of children with SENs was a priority for our Learning and Achievement service. The service is addressing children's SENs in local mainstream provision by:
 - Supporting schools in making provision for a range of needs, including but not limited to visual impairment, hearing impairment and language difficulties.
 - Developing a robust identification assessment and reviewing the processes in relation to the SENs of children and young people and the support they require to achieve positive outcomes.
 - Providing information, advice and guidance for families through our independent Parents in Partnership Service (PiPS) and the Havering Local Offer.
 - Promoting consultation and co-production with families of children and young people with SEN and/or disabilities (SEND) in order to shape services.
 - Seeking to commission services jointly with health commissioners, so that appropriate provision for children and young people with SEN are planned and delivered effectively and efficiently.

The national exemplification of the PiPS standards were once again met. These standards incorporate strict guidelines on giving advice, being at arm's length and providing confidential evidence.

- A number of corporate groups were established to strengthen partnership working, in order to meet the challenges of the implementation of Universal Credit and Digital Inclusion. In addition, partnership working was developed with external agencies such as the Department for Work and Pensions (DWP), to prepare for the rollout of Universal Credit in February 2016, and the Mary Ward Legal Centre, who offer free independent and confidential debt advice to Council tenants.
- The three-year Violence Against Women and Girls (VAWG) Strategy and action plan was approved. This covers key areas affecting women in the borough in line with the mayoral VAWG priorities.

- The Sports Development team, in partnership with the School Sports Collective, organised a number of events to get people active. Specific events were tailored for disabled children and young people. Events included primary and secondary Panathlon and Boccia Competitions, Disability Swimming Gala, Disability Athletics Competition and Adaptive Indoor Rowing Competition. These were supported by Young Leaders who volunteered their time and learned new skills. The 'Inclusive and Active' Steering Group, involving SLM, YMCA, School Sport Collective and Havering Sports Council undertook an audit of sports provision for disabled people leading to a Para sport week in June 2014 and the production of a Para sport directory.

- The School Sports Collective also supports schools to develop disability sports clubs and disability sport is becoming more embedded in school PE programmes. For example, there is now a Disability Multi Sport Club at Redden Court School, a Boccia Club at Cockhouse Primary School, and Blind Football and Sitting Volleyball at the Royal Liberty School.

- Amy Marren, (aged 16), a sixth form student at the Champion School and Para swimming world and European record holder, trains with Romford Town Swimming Club. Amy now acts as a student champion for the School Sports Collective, providing an inspiring role model for disabled young people in the borough.

- The Youth Facilitation team, who engage with some of our most disadvantaged and marginalised young people undertook the following initiatives:
 - Delivered five SEN sessions from the myplace centre, Harold Hill and Robert Beard Youth House, Hornchurch, including a Swim and Gym session that encouraged young people with support needs to participate.
 - Engaged young people in a range of consultation events that enabled them to shape the services they were involved in.
 - Inspection of youth sessions by the young people's peer inspection group, which provided young people an opportunity to measure the effectiveness of the services available to them.
 - Weekly outreach and street-based work, which ensured support services and positive activities were extended to young people who might face challenges in participating in existing services.
 - Ongoing partnership work to ensure a wider reach and added value to the ongoing work of partner agencies, including Rainham Royals and Romford YMCA.
 - Democracy work via youth councils and forums, including a new youth committee set up at the myplace centre and forums that enabled young people to be actively involved in the development of skate parks and the new Parkour/street running site in Central Park, Harold Hill.

- Developed the Keys for Change scheme, aimed at 18-34 year olds who have been unemployed for up to nine months. The programme provided people (often from disadvantaged socio-economic groups) with support to find work and help with accommodation.

- A free Handy Person Scheme carried out small carpentry and plumbing works for older, frail and disabled council tenants

Objective 3. Remove Barriers to accessing the Council's Services

- A task and finish group was set up in January 2015 to review the accessibility of Council services, facilities and buildings. Recommendations will be made to CDMG in July 2015 and actions incorporated in the 2015-16 Single Equality Scheme Action Plan.
- A usability audit of the Council's website was carried out by the Web Content team in October 2014. The audit identified a number of areas for improvement, which were addressed, including:
 - An improved search function
 - Customised information to portal login pages and
 - A postcode lookup was added to help find your local councillor.
- Translation and interpreting services, provided by The Language Shop, were monitored by the Corporate Policy & Diversity team to ensure that provision met the needs of local residents and services. Take-up of the service was reported to the Corporate Diversity Management Group (CDMG) on a quarterly basis, and service needs (e.g. Customer Services, Children's Centres, etc.) were regularly reviewed. In July 2015, the Corporate Translation and Interpreting Policy will be refreshed to reflect demographic and policy changes.
- Electoral Services met with local organisations supporting residents with Learning Disabilities to discuss ways to raise awareness of changes to the electoral register, and encourage residents with Learning Difficulties to register and vote, as part of their year round process. The Corporate Policy & Diversity team helped Electorate Services to develop Easy Read materials on changes to the electoral register, the importance of registering to vote and voting. The Communications team seconded one of their officers to help Electoral Services with their outreach work in the run up to the elections. The outreach work included providing accessible and inclusive information for websites and newsletters, providing posters about registration and presenting and attending drop-in sessions and meetings.
- The Positive Parents Group, a parent forum for parents and carers of children and young people with disabilities and/or additional needs, volunteered their time to help the Parks team with the design for the restoration of Raphael Park. Following the forum's feedback the park now includes special play equipment suitable for disabled children and a 'Changing Places' toilet facility suitable for both disabled children and adults. Many of the parks across the borough have inclusive play equipment that is suitable for disabled children.

- The Public Advice and Service Centre (PASC) updated the way it serves residents, in line with the Council's work towards modernising services and making them more accessible and inclusive. Self-serve pods are now available for customers to access some services without having to wait in a queue to speak to an advisor. A member of the Customer Services team is always on hand to assist customers. In October 2014, an appointments service for customers with enquiries relating to Council Tax and Benefits was introduced. These changes significantly reduced waiting times and improved customer service.
- A customer satisfaction survey was offered to each customer at the end of each transaction. This was an automated feedback facility for customers to give their views on service delivery. This provided valuable information that was used to inform service improvements. Customer satisfaction was consistently high and met the 85% satisfaction target.
- The Health and Safety Team are planning to make improvements to the communications systems in Mercury House by installing a PA system to ensure all staff can be communicated with in an emergency situation. The existing Major Incident Plan (MIP) evacuation plans are being further improved to include other emergencies e.g. bomb threats.

Objective 4. Promoting Community Relations and Civic Pride

- Work on the Cultural Strategy 2015-18, which outlines how individuals and families can play a part in their community, commenced. A draft strategy will be available for consultation from July 2015.
- Consultation on the Voluntary Sector Strategy was carried out between October 2014 and January 2015. This has been approved by Cabinet and will be published in June 2015.
- A Discover Havering guide was published and distributed through the visitor centre and various events around the borough.
- The Havering Show 2014 was delivered in August 2014 and attracted over 30,000 people on the Sunday which was the largest turnout for a single day in the events history.
- Over 400 people attended the International Women's Week event – 'Saluting Women'. The event was a great opportunity to celebrate the achievements made over the previous year.
- The Community Culture celebration event was a success, it showcased different cultural groups and provided residents with a venue to meet and discuss different cultural backgrounds. There were many performing groups, which ranged from Bollywood to Maori.

- Following a recent award of £4.1million funding for Crossrail, officers will be delivering a programme of works that will improve accessibility to the three stations in the borough in time for the 2019 Crossrail launch. A series of interventions to the surrounding environments of each station will see improvements implemented that will include tactile paving ramps, step free access to station forecourts and plazas and new seating where appropriate.

Objective 5. Develop a diverse workforce that can respond to the needs of all our customer

- A task and finish group on Reasonable Adjustments (RAs) in the workplace was set up in January 2015 to review the Council's RAs policy and procedure. As part of the work of this group a number of improvements were made to ensure that the Council's RAs arrangements were consistent and effective. The group also made recommendations that were approved by CDMG and will be incorporated in the 2015-16 Single Equality Scheme Action Plan.
- A Management Development Programme was set up to improve competency levels for the Council's managers, so they can provide better support for the workforce, whilst paying closer attention to learning needs/ performance management of employees. A total of 370 managers attended the five day programme, with an additional 10 HR Advisors attending a 'lite' two day course.
- A review programme of Human Resources (HR) policies and procedures commenced. Officers will ensure that any possible detriment to employees who have protected characteristics is identified and addressed. OneSource HR and Organisational Development staff in Havering and Newham councils will work together to revise existing and develop new policies based on emerging employment law e.g. Shared Parental Leave. Issues around the impact of revised or new HR policies and procedures will be discussed with Trade Unions at the Corporate Consultative and Negotiating Forum (CCNF) and in small policy development groups.
- All revised and new HR policies and procedures will be subject to scrutiny by the Corporate Leadership Team (CLT) Policy Group and the Unison Black Workers Group before final versions are produced, to ensure that the impact of revised and new HR policies and procedures takes into account the potential impact on staff with protected characteristics and that this is mitigated against.

Objective 6. Embedding equalities into business as usual

- E&D is part of the remit of the Corporate Policy and Diversity team that is responsible for:
 - Advising on Council's statutory duties under the Equality Act 2010 and other relevant legislation

- Ensuring the Council is compliant with legislation and follows best practice
 - Advising on any E&D related queries and issues regarding both service users and staff members
 - Producing and overseeing the Council's Single Equality Scheme and Action Plan
 - Designing, delivering and commissioning E&D related training
 - Supporting EIAs and report writers to assess the equality implications and risks of their decisions, enabling decision-makers to make informed and evidence-based decisions
 - Supporting CDMG and the task and finish groups
 - Managing The Language Shop translation and interpreting service for Havering and attending quarterly Steering Groups and Performance Monitoring meetings of East London Solutions Partnership.
- Over the past year the team has focused on mainstreaming the E&D agenda into all core processes of business while maintaining a high-profile corporate E&D function that meets the needs of customers and employees.
 - A new governance structure for E&D was set up utilising cross-service task and finish groups to focus on key equality related issues and recommend Specific, Measurable, Achievable, Realistic and Timed actions for improvement. Recommendations were taken to CDMG for approval and will be incorporated in the 2015-16 Single Equality Scheme Action Plan.
 - The 'Fair to all' training programme ran 18 sessions from April 2014 to March 2015. This covered 10 RAs sessions, four Mental Health Awareness sessions and four Learning Disability Awareness sessions. In total, the Council provided:
 - **145** staff with RAs training
 - **22** staff with Mental Health Awareness training
 - **65** staff with Learning Disability Awareness training
 - **58** staff completed the e-module on Disability
 - **24** staff members from the PASC and other frontline services attended a package of courses on Disability Confidence, Deaf Awareness and basic BSL interpreting.
 - It also included generic E&D training. 10 E&D training sessions were held between April 2014 to March 2015, and **289** staff were provided with face-to-face and theatre based training. Bespoke training on E&D and Unconscious Bias were also delivered to **20** Corporate Leadership Team members and **16** Councillors. I attended both the staff and Councillors' E&D training sessions.
 - The team carried out a comprehensive training needs analysis of the 2014-15 training offer which informed the 2015-16 'Fair to all' training programme.
 - All Cabinet and committee reports consider relevant Equality and Social Inclusion implications. The EIA template, which is used to inform decision-making, was communicated to services through mechanisms such as the



Policy & Strategy Development Framework. In 2014-15 financial year, the Corporate Policy & Diversity team provided support and/or comments on:

- **97** EIAs, and
- **197** decision reports (Cabinet and committee reports and Executive decisions).

- The 2015-16 budget proposals approved by Cabinet and full Council in February 2014 were supported by a cumulative impact assessment which was carried out on the whole package of proposals as well as individual EIAs on each separate proposal.

- Incidents and reports of hate crimes were addressed through the monthly anti-social behaviour panels and community MARACs, ensuring that all incidents were met with a multi-agency response and dealt with thoroughly.



Haverling
LONDON BOROUGH

**ANNUAL REPORT OF
THE CHAMPION FOR THE HISTORIC
ENVIRONMENT**

ANNUAL REPORT FOR THE MEMBER CHAMPION FOR HISTORIC ENVIRONMENT 2014/15

I am pleased to present my first report to Council as heritage champion, and hope that you find it interesting - I am always open to advice and suggestions, so please feel free to come and speak to me at any time.

Heritage is a wide subject, and is all around us. Sometimes we can see something every day, and not realise the significance of it. I suppose most of us use Main Road to get here - outside the flats, near Pettis Avenue, there is an ordinary looking red pillar box - but look at the royal coat of arms - they are of Edward the 8th, who owing to his short time as King before he abdicated did not have many pillar boxes made in his reign - this is the only one in the RM post-code.

Listed Buildings

Havering is blessed with many listed buildings, and of these, only 12 are on the English heritage at risk register. This compares very favourably with the other London Boroughs.

Of the 12, 7 still need action taken to remove them from the list, but 6 are privately owned, and although discussions are being taken with the owners, progress is slow.

The only Local Authority owned building which is still causing concern is Bretons, and I aim to make this my priority next year.

5 buildings, have had funding allocated, and are in the process of being restored. These include Rainham Hall, and the Stable Block, now turned into a café to serve the hall - a fantastic project, mainly run by volunteers, with the gardens transformed and hall re-furbished, it is very well worth a visit.

Parklands Bridge, which has been on-going since 2003, has finally received all its funding, and is being returned to how it should be at this moment - when finished,. Parklands Bridge in Parklands Park is built on the site of the Gaynes Estate in the historical manor of Gaynes that existed prior to the Norman conquest. It is a Grade II listed building designed by the architect James Paine. The bridge survives from the 18th century when an existing mansion was rebuilt on the Gaynes Estate by Sir James Esdaile (also designed by James Paine). The Bridge is currently being restored .



Restoration works taking place on Parklands Bridge

When complete, all defective and non-original materials will have been removed and the original features restored. In addition, the very muddy path leading to it from Corbets Tey Road will be tastefully resurfaced, and a pond-dipping area will be included for the children who attend Corbets Tey School. The children here have learning difficulties, but they really enjoy pond-dipping, so this will be a very welcome addition

Lastly, Havering's iconic building which was on our Olympic badge, Upminster Windmill, received funding from Heritage lottery .Working with the Upminster Windmill Trust, the Council received £1.4m Heritage Lottery Funding and £250K funding from Veolia North Thames Trust for the Upminster Windmill Heritage Site Project, which will see a new Heritage and Education Centre built and the Windmill restored. Works on the Heritage and Education Centre are due to start later in 2015, with the whole project due to be completed by December 2018. The Friends of Upminster Windmill and Upminster Windmill Preservation Trust are heavily involved in the project and some of the lighter restoration work, work to the grounds and historical interpretation will be undertaken by volunteers themselves. I am sure the end result will be well worth the wait.



Upminster Windmill

Conservation Areas

Conservation areas are areas that have significance for our heritage - a site where there is a number of listed buildings together, or which makes a contribution towards our history. They can be of any size or shape and are agreed by our Cabinet. Once agreed, then any planning applications must be in keeping with the area, of quality design, and different rules, for example the finishing date when a new build can be made.

We have 11 such areas in Havering - all were reviewed in 2009, though some of the work recommended has not taken place. I will be addressing this next year. This work is mainly the adding to our local list of additional buildings - at present we have not replaced the heritage officer who left at the beginning of the year, so this work cannot currently take place - but the job is being advertised.

Most of our 11 conservation areas have societies, or organisations who are involved with their well-being, or at least people who keep an eye on them. The only one which gives cause for concern at present is Romford Town, the one on the English Heritage list of being at risk, and I am delighted to say that a new civic society has been set up, to take care of it. I think these people should be supported as much as possible.

Local List

As well as our official listed buildings; we also have a local list, which lists buildings of local interest, which, though not quite good enough to be actually listed, still make a contribution to our heritage. Anyone can nominate a building for this purpose, so please let me know of any in your ward.

Parks

We have 3 historic parks in Havering - Raphael's, Langton's and a much smaller one in Upminster, Clockhouse

I am delighted to say that both Raphael and Langton's have been successful in lottery bids, Raphael's was restored last year, and looks magnificent, and Langton's is being restored at the moment.

Hopefully Clockhouse will get the attention that it needs in the very near future.



The Fountain in Raphael's Park

Hornchurch Country Park Visitor Centre

Working with Essex Wildlife Trust, a new visitor centre will open in Hornchurch Country Park later in 2015. Funded by Veolia North Thames Trust and the Heritage Lottery Fund, the centre will feature an observation hall, wildlife and heritage education opportunities and activities, café, retail area, toilets and will have panoramic views over the River Ingrebourne valley and marshes.

The park is an important area for Water Vole, several species of butterfly and dragonfly, and numerous birds, among them Lapwing, Kingfisher, Bittern, Bearded Tit and Cetti's Warbler. Hornchurch Country Park is also the site of the former Sutton's Farm airfield, which later became RAF Hornchurch, an airfield that played a famous and vital role in the defence of London in the First and Second World Wars.

Forums

There are three forums which cover heritage matters, the parks forum, which meets once a year in March, and the Culture and Heritage Forums, which meets quarterly. These are all very successful events, and are an opportunity to all to find out what is going on in the borough

War Memorials

To commemorate the 100 anniversary of WWI the borough's five key war memorials in Romford, Harold Hill, Rainham, Hornchurch and Upminster were refurbished or repaired. I was able to attend a very moving service at the Rainham war memorial, where the history of the memorials was heard.



Re-dedication of Rainham War Memorial

Local Studies and Family History Centre

Our local studies library certainly proved its worth, with the research it does into our heritage, to back up funding bids, thus saving us thousands of pounds.

Visitors and Enquiries

This department of the Library Service has dealt with over 3,000 visitors and answered hundreds of enquiries by telephone, email or letter.

Schools

Eight of the Borough's schools have visited Local Studies or have been visited by the Local History Librarian, including Gidea Park Primary School who he ran sessions with for the whole school during their Local History Week.

Digitisation and Volunteers

Our two digitisation projects Romford-the birth and death of a Victorian Town funded by The Heritage Lottery Fund and Rainham – a village by the Thames funded by Veolia North Thames Trust were concluded during the year. 1,000s of images and documents are now viewable via the library catalogue. Our volunteers, who worked with the department on these projects, have continued to assist as we continue to digitise more of the collection.

The Family History Senior Library Assistant ran a 10 week course for Family History Volunteers between April 2014 and June 2014 and ran four Ancestry workshops at Hornchurch Library



The Hornchurch Cinema in the 1920s. This later became the first Queens Theatre

Exhibitions

The major exhibition for the year was **Home Front Havering** – launched in partnership with the Havering Museum and the Heritage Lottery Fund in August and running until November 2014. The display continues to be used for events and activities.



Home Front Havering Exhibition

Also launched to commemorate the centenary of the First World War was the on-going First World War **Online Diary Home Front Havering** which documents life in Havering each month 100 years ago. Related to this, the Local History Librarian took part in a BBC London News television feature about the Artists Rifles and Hare Hall, now the Royal Liberty School, which was broadcast in August 2014.

4th May Gunner Alfred Poole, the third son of Edward and M A Poole of 66 Douglas Road in Romford, was killed at Ypres serving in the Royal Field Artillery. He was 28. Gunner Poole was a reservist called up on the outbreak of war, after six years previous service, and sent to the front within four days of reaching his regiment. His sergeant wrote "He was a true Briton at his post".

5th May 19 year old Private William Garnett of 58 Albert Road in Romford was killed in France serving with the Dorsetshire Regiment

5th May Cllrs Letts, Small and Philpott handed a form to call a special meeting of the Council to the Clerk, Mr King. This was set for Friday 14th May.

Five of the older men were taken back on by the Council. The rest of the workers had agreed to support these men to return to work, with the rest of them stating they would only return to work when all of the men were reinstated.

5th May Rifleman Alfred Slipper, born in Romford and the son of James and Matilda of 2 Willow Street, died at Ypres, he was 28.

6th May Private Alfred Thomas Hills of the South Winnipeg Rifles was buried with full military honours at Andrews Church in Hornchurch. The procession through the High Street included a guard of honour from the Sportsman's Battalion stationed at Grey Towers Camp.



The funeral procession of Private Hills through Hornchurch High Street with a guard of honour provided by the Sportsman's Battalion at Grey Towers



Example of the online entry from the Home Front Havering Diary

The display **Havering War Memorials** was used at the event to mark the refurbishment of Havering Council's war memorials at Rainham.

In September 2014 **Collier Row Library** celebrated its 50th anniversary and the department prepared an exhibition about the history of the branch library and its development since the 1930s.

Throughout the year the glassed display area next to the Local Studies room has shown a varied range of items from our collection. The service continues to support the Havering Museum's exhibitions programme and this year loaned Luis Burleigh Bruhl's 1891 oil painting of Romford Market for their Market exhibition.

Film

The major Heritage Lottery Fund project with other London Boroughs and Film London **London – a bigger picture** had its Havering launch in November. An audience of 40 people attended to view films already in our collection and the hope

is that we will add to this collection using old film footage that members of the public might have over the next three years.

The films I saw were quite fascinating. They showed how people have altered over the years, where we used to stroll around slowly, and not now always seem to be rushing on a mobile phone

Talks and Other Promotions

As part of the **Romford-the birth and death of a Victorian Town** project the department held a reminiscence and open day on July 23rd. This was a great success with over 60 people attending over the course of the day. A second **Open Day** in January 2015 saw 100 people visit the department and talks about Digitising the collection, Harold Hill, Georgian Havering and the First World War as well as two sessions of films proved a great attraction. We hope to continue this in the future.



Members of the public enjoying the Open day in Local Studies

The Local History Librarian continues to attend the Historic Environment Forum and has given talks about the service to Havering U3A, Chadwell Heath Historical Society and the Hornchurch and District Historical Society.

Libraries

Our libraries also play their part, in encourage school visits to the libraries, with the aim of showing our children pictures of our heritage, with the thought that if we can teach them to appreciate it at a young age, then the respect will last.

The Library Service has developed a new History and Heritage App that used augmented reality to create 3D images of buildings, monuments and memorable events throughout Havering's rich historic heritage, from the Town Hall to the unique

diver sculpture by John Kaufman, the only standing sculpture in the River Thames. The App is free to download to android devices.

The new Rainham Library, jointly funded by Havering Council and the Greater London Authority, opened in July 2014. The stylish, modern and fully-equipped new Library has around 3,000 more books than the previous Library in Rainham. It also has purpose built meeting rooms that are available for the public to hire, two new SMART tables, more computers, a dedicated IT suite and more study space.

The largest meeting room also has a unique floor, which cleverly depicts key historic landmarks in the village in a giant map, giving visitors a fun way to learn about the village. Indeed, Rainham Village is one of the most significant historic villages in the region, with roots going back to its role as a major centre in the Saxon period and important evidence of settlement from periods well before that. The Library has proved to be a very popular facility that attracts a large number of high profile authors and public speakers

Archaeology

We were lacking in a local Archaeology group, but this has now been addressed, and one, a sub-group of Upminster Windmill has been formed, and held its first AGM in June - the old buildings which were around the mill have been excavated, and a very surprising discovery of a well was found - no-one knew it was there, the old steam plant has also been uncovered, and is now of interest to English Heritage.

Open House

Havering continues to be involved with the open house project each year in September, where our mayor old buildings are open for view by the public - I hope that all of you take advantage of this, and visit those around you.

Discover ME

The Discover Me Website is a partnership project between several heritage sites in Havering, Thurrock, Barking and Dagenham and Redbridge. The project started as a small scale marketing project in the summer of 2014, but the group grew and applied for a Start Up Grant from the Heritage Lottery Fund (HLF) for marketing support. The result was the new website and much closer partnership working between the heritage sites who are now looking at expanding the network and other cross promotional methods. The website is <http://discoverme.london/>

I will be checking on the progress that this group makes with great interest.

Fairkytes Arts Centre Improvements

There has been investment in Fairkytes Arts Centre in Hornchurch, including a new Bar in the Annex. These improvements are contributing towards the success of the live music programme that now runs from Fairkytes Arts Centre on a regular basis and includes small local acts to larger artists.

Next year

There is still lots to do. I have spent most of this year reading conservation area reports, making contacts, seeing officers and generally checking what needs to be done. The engagement of a new heritage officer is a must.

I have enjoyed my first year as your Champion for the Historic Environment and am looking forward to the next - can I please ask any of you who have questions, advice queries etc. about heritage matters to contact me, Thank you.



Havering
LONDON BOROUGH

**ANNUAL REPORT OF
THE CHAMPION FOR the OVER 50'S**

ANNUAL REPORT FOR THE MEMBER CHAMPION FOR OVER 50's - March – July 2015

I was elected as the Champion for the Over 50's in March 2015 and this report covers the period from my election to the present day.

The London Borough of Havering has the highest proportion of residents over the age of 65 in London estimated at 45,340 people, which is approximately 18.5 per cent of the total Havering population (244,729). It is vital that this age group stays as active and independent for as long as possible.

To this end, The London Borough of Havering developed a new programme for older people, to help them stay healthy and play an active role in the community, called "Active Living".

Officially launched in March 2013, in broad terms, the Active Living programme is made up of four key parts:

- **Social** - Helping to improve social opportunities for older adults, meeting new friends and trying out new activities.
- **Healthy** - Expanding the opportunities to get fit and active, from gentle exercise classes, and walks, to the provision of free swimming for the over 50s at off peak times.
- **Supported** - Making sure that everyone has someone they can turn to for a chat, advice or help around the house. This includes befriending, providing training and support for volunteers to visit isolated people.
- **Involved** - This will provide local people with many more opportunities to volunteer and get involved in their local communities.

Active Living is delivered by Havering Citizens Advice Bureau in partnership with the Council. To date the project has achieved:

Volunteer Recruitment – 122 volunteers

One Pot Cooking project: Introducing cookery workshops offering demonstrations on how to cook a healthy and nutritious low cost meal by using one pot.

Working in partnership with the Love Food Hate Waste team, Active Living delivered 6 successful cooking events held between April 2014 – March 2015, with up to 20-25 older people attending each session.

Social Hubs: The project aims tackle social isolation by engaging with the 50+ in their local community through hosting informal coffee mornings. The hubs offer a

safe and friendly venue where people can come along and find out what is going on in the local area.

Elm Park Community Association Friday Drop In Coffee Morning launched Friday 7th March, 2014, every Friday morning 10-12pm. 4 Volunteers were recruited to run the social hub. These volunteers have developed a successful 'drop in' coffee morning that has steadily increased the number of people 'popping in' since it opened.

Silverlinx group: This club run at the Salvation Army Centre, Romford offers lonely and isolated people a place to socialise, make crafts and have lunch. A further 6 satellite groups were set up in various Sheltered Housing Schemes across Havering between May 14 – February 15.

Social Groups: 2 social groups run by volunteers: Di's Diamonds & Friends Circle, provide a free e-newsletter containing the many activities that residents can become involved in across the Borough.

A volunteer led Ten Pin Bowling Club meets monthly at the Brewery.

Techy Tea project. The project aims to engage with residents over 50 who require digital technology support around the use of mobile/iPhone/smart phones or ipads/tablets/laptops etc. Volunteers, who have digital technology ability, offer their services voluntary to improve the skills of the less technology minded. The project aims to provide a free skill exchange in informal surroundings over a cup of tea/coffee at various locations across the Borough.

A successful pilot session held in August 14 involved the Havering Youth Council and 12 residents and an intergenerational skill exchange took part of digital technology guidance and knitting & crafting.

A partnership has also been established with Nat West bank Romford branch who are providing monthly Techy Tea sessions, every 3rd Thursday of each month between 10-12pm , Nat West staff run the session for local residents. The Police have also been sending representatives along to these sessions.

Older Persons Champions: 10 older people have come forward to disseminate a variety of relevant information around the Borough.

Event: Successful 'Keep Health, Warm and Safe' event took place at the Queens Theatre, Hornchurch in November 14. This event provided information, advice and guidance to residents.

Over 50s Forum: External funding grant of £2490.00 secured for the group. This will provide a laptop, programmes and a projector for their outreach sessions.

A new comprehensive contract for an information and advice service for older people has just been awarded and will go live in September 2015. The plan is to take this service into community locations to enable easy access. This project is aimed at ensuring ready access to a full range of support to enable people and families to take control and make well informed decisions about options for their care.

A compendium of news and events is produced by the “Active Living “team and residents are able to register online to receive this bulletin.

There remains a question mark over the future funding of the Active Living Project and in the forthcoming year, it will be one of my priorities to seek further support for this vital project.

The Safer Neighbourhood Board funded a theatre group drama production on the risks of being a victim of Scamming, which is unfortunately rife in society and it is older people who are often the victims. This production has been taken into around a dozen groups, many for the over 50s, and has been seen by 550 people. There are plans to continue with this if funding for 2015/16 is approved. The response from audiences has been very positive and regarded as an effective method of getting this important message across.

Help with Leaving Hospital

Strategy and Commissioning have recently commissioned the British Red Cross to provide a service which will assist and help people who are discharged from Queen’s Hospital.

Queen’s Hospital is under a lot of pressure to discharge patients as soon as they are ready to. This can sometimes mean there is no time to offer practical and emotional support and prepare people to leave. When people do return home, particularly when they live alone, they may not have everything they need such as food and drink or help with certain tasks. This can then lead to re-admissions to hospital due to not being able to manage.

The aim of this service is to provide both practical and emotional support for people leaving hospital to make sure they have everything they need. British Red Cross have experience of delivering this service in other areas and they currently provide low levels of support to Havering residents to prevent them needing to visit hospital in the first place. It is hoped that in providing help and assistance to people leaving Queen’s Hospital, it will reduce delays, reduce re-admission and reduce the number of expensive care packages that are required to support people at home after leaving hospital.

This service was set up at the end of last year to help alleviate some of the pressure caused by winter. The service will run until 2016 and Strategy and Commissioning are closely monitoring the impact it is having.

Responding to Falls

When someone falls over and is unable to get up the usual procedure is to call an ambulance. The problem is that the London Ambulance Service cannot always respond as quickly as they would like due to the pressure they are under or through having a number of other calls to respond to which are of a higher priority. This can result in people that have fallen being left in the position they have fallen in for a considerable time.

To resolve this problem the London Ambulance Service, in partnership with the Community Treatment Team, have set up a 999 emergency response service for residents over 65 that have fallen in their own home. The response vehicle is staffed by a paramedic and a nurse.

The aim of the service is to assess and treat people at home rather than them having to be conveyed to the Emergency Department.

Over 65's Consultation Project

This initiative was launched in January 2010 to ascertain the needs of residents over 65 in the Borough and make people aware of the variety of services available to them from the Council and partner agencies.

The project utilised volunteers to engage with the neediest residents in the borough who would not normally seek assistance or engage in social activities.

The project proved very successful and reached many people. In the next year, I would like to explore the possibility of reviving this initiative and have already held positive discussions with Tapestry to explore opportunities for collaborative working. It is extremely important that we establish the needs of this group and increase awareness of services and organisations open to the vulnerable and needy older people in our borough. I will work with Adult Social Services on this to compliment the work they have commenced

The Strategy and Commissioning team have launched a social inclusion project. The purpose of the project is to look at the impact loneliness and isolation has on people's health and what can be done to address this.

To lead this project a senior occupational therapist has been seconded to the team. The project will focus on residents who currently receive care and support from the Council who are lonely and isolated and will look at ways to address this by linking them in with existing activities and groups in the community. This project will also establish a forum which will bring together key stakeholders such as Social Care,

Health, Public Health and Housing to identify the needs of the wider community and develop ways to prevent people becoming lonely and isolated.

This project is in the early stage but when complete the learning and benefits from this project will be shared and rolled out more widely.

Havering Over 50's Forum

I have attended meetings of the Havering Over 50's Forum regularly and taken away a number of individual cases from the Forum concerning housing and care issues. I am pleased to say that these matters have been resolved and feel it is an important part of my role as Champion for the Over 50's that I maintain links with this group and act as an effective intermediary for individuals that have on-going cases with Council services.

The Havering Over 50's Forum invites speakers to attend meetings, most recently Dr Sandi who spoke about the proposed developments on the St George's hospital site and the plans to make it a centre of excellence for the care of the elderly.

Social trips are also a regular feature of the Over 50's Forum calendar and most recently, there have been outings to Whitstable, the factory which makes Remembrance Day poppies and Cribbs' Farm to see the horse drawn carriages.

Councillor Linda Van den Hende

**ANNUAL REPORT OF
THE CHAMPION FOR THE
VOLUNTARY SECTOR**

ANNUAL REPORT FOR THE MEMBER CHAMPION FOR THE VOLUNTARY COMPACT SECTOR 2014/15

In my first year as Champion for the Voluntary Sector, I have attended several events and networked with local organisations and community groups.

I have attended two meetings of the Havering Association for People with Disabilities, and met with representatives from First Steps, MIND, Carer's Trust and the YMCA.. In addition, I have also attended two Open days hosted by HAVCO and an event organised by the Havering Asian Social Welfare Association . In the next year, I intend to build upon these connections and liaise more closely with the Voluntary Sector organisations to identify their needs and act as an effective intermediary between these groups and the Council.

On 9 October 2014, the Council published a draft Voluntary Sector Strategy for consultation. An independent consultant was appointed to lead the consultation process which comprised of workshops, focus groups, one to one meetings and an opportunity to submit comments directly either to the Council's consultant or to the Council itself. Over 116 people attended the workshops from a wide range of groups and the feedback was quite diverse in nature, reflecting the different levels of experience, needs and views in the sector. Despite this diversity, however, there were a number of ideas for action that were supported by a wide range of groups. Organisations saw the potential for real improvements in relationships between the Council and the sector and, to that end, wished to see a small number of realistic, clear and achievable actions on the part of the Council to achieve this. In particular the following key challenges were identified:

- Information and communication,
- Enabling innovation and forward planning, and
- Joint working / partnerships

Following the review, the Council, taking into account the feedback received, has revised the strategy and has developed an action plan to address a number of the issues raised by the voluntary & community sector.

Within the consultation responses, there was general support for the long term vision of the strategy to ensure that communities are resilient and supported by an effective and sustainable voluntary and community sector. There was also support for the overarching aims and outcomes which are as follows:

Aims:

1. To strengthen communities and to increase the effectiveness and impact of the voluntary sector so that it can support communities to be more resilient, by enabling neighbours, communities and families to support one another, and local people to take the lead on improving their local areas through voluntary action, and
2. To improve local voluntary sector capacity to deliver quality local services that people need, and that new types of services, which best meet people's needs are developed with and by the sector (possibly through new models of delivery).

The four outcomes to be achieved through delivery of the strategy are that:

1. Communities will be resilient and self-supporting, reducing demand on public services and improving the quality of life of local people;
2. Capacity and skills in both the voluntary sector and the Council will be built up, to encourage enterprise and innovation within the voluntary sector and co-production of services that meet community needs;
3. There will be infrastructure support for the sector that is fit for purpose, and
4. The Council's financial support to the sector will be targeted, transparent and deliver quality, tangible outcomes.

The report was considered by Cabinet on 17 June 2015 and the Voluntary Sector Strategy and Action plan was agreed. The action plan includes proposals and actions to:

- Increasing volunteering;
- Improve communication;
- Re-launch the Compact;
- Re-commission infrastructure support
- Promote and encourage the use of crowdfunding;
- Promote the voluntary and community sector through Council communication channels;
- Explore an employee giving scheme;
- Put in place procedures for community rights granted under the Localism Act;
- Develop a business giving initiative (and two local businesses are already engaged in supporting/offering support to the sector), and
- Open up learning and development opportunities to the voluntary and community sector.

On Monday 8 June, there was a Crowdfunding Workshop, showing voluntary organisations in the borough a new way of raising money. Crowdfunding involves funding a project or venture by raising contributions from a large number of people, via the internet. For many organisations it offers a new way to finance their activities, while giving ordinary people a new way to donate to good causes. Those organisations attending learned how to run a successful fundraising campaign including how to deliver a successful pitch, how to communicate this and build a network of supporters.

Voluntary Sector organisations have been engaged in discussions and preparations for the introduction of the Care Act. Engagement has been through attendance at Care Act provider forums; through attendance at a workshop for bidders interested in the advice and information tender (which will establish 3 Community Hubs) and through engagement in the development of the Market Position Statement which is aimed at existing and potential providers of adult social care and support and sets out to:

- sustain and improve dialogue with providers, people who use services, carers, and others
- stimulate a diverse, active market where innovation and energy is encouraged and rewarded

The Council are hosting two Business Continuity Workshops for the voluntary sector which will help organisations attending understand the risks they face, identify a strategy to support those risks and to develop an action plan to ensure the future smooth running of their operation.

In the past year, the Community Engagement Team raised £365,504.00 in external funding for a variety of community groups and projects, including funding towards the costs of running the Harold Hill food bank, support for the over 50's forum and to support a number of community groups.



Mexican band and Maori dancers (below) perform at Cultural celebration at the Queen's Theatre

In October 2014, the team worked in partnership with Havering BME Forum to host the 9th Community Cultural Celebration event at the Queen's Theatre, Hornchurch. The aim of the event was to bring together residents from all communities to celebrate and learn more about the rich and diverse cultures in our borough. The event provided a great opportunity to learn more about other cultures and to establish good relations amongst all the different communities represented. Visitors enjoyed a wide range of performers, including singers, musicians and dancers and activities for all ages including Henna, threading and sari wrapping and workshops.





The Mayor of Havering at International Women's Day

In March 2015, the successful International Women's Day event took place. The event, organized by Havering Council in partnership with Havering College, the Women's Institute, HAVCO and Tapestry, was held Saturday 7 March at Havering College of Further & Higher Education. There were a variety of interactive workshops and opportunities to learn about volunteering, taking up new activities or getting help with starting a small business. Outcomes achieved included 65 people expressing interest in volunteering, 10 people expressed an interest in energy switching to save money, 10 people were given support on CV writing, 2 people signed up to IT courses and 3 to the Work Club, 50 people were supported in using new technology and 23 people were given advice by the CAB.



Cookery workshop at International Women's Day

During the year, the Community Engagement Team has continued to support a number of local community groups and associations across the borough, including Havering's Friends of Parks Groups & Community Associations and the Mosque.

In partnership with HAVCO Volunteer Centre, the Council has hosted "Pick 'n' Mix events" which give Voluntary sector organisations the opportunity to raise awareness of their organisations and recruit volunteers. Twelve organisations promoted their services and volunteering opportunities at the last event and approximately 30 volunteers were recruited at the last two events.

Two notable achievements during the year have seen the establishment of social networking sessions with Havering Interfaith Forum and the production in partnership with Communications of the Active Living E-Bulletin. 2195 people are now signed up to receive that bulletin and it has high open rates.

**ANNUAL REPORT OF
THE CHAMPION FOR YOUNGER
PERSONS**

ANNUAL REPORT FOR THE MEMBER CHAMPION FOR YOUNGER PERSONS 2014/15

It is a real privilege for me to be able to present this report to the council. Since taking over as the Champion for Younger Persons, I have been very fortunate to meet so many wonderful young people and dedicated volunteers who see it as their duty to serve the community and help the most vulnerable in our society.

We should all be very proud of our young people in Havering. I look at those I have met over the last year and can say, without a doubt, that they are some of the kindest, most generous and hardworking people in our society.

I believe that we should all be looking to follow their example in our daily lives; their dedication and selflessness means the bar is set very high, and we are very proud of them.

Frances Bardsley Autism & Disabilities Club

One of the first events I attended after being elected Member Champion for Younger Persons was the FBA/RIEES Graduation Ceremony for Frances Bardsley Autism Ambassadors in the School Hall on Saturday 12th July 2014. The Leader, Councillor Melvin Wallace (representing the Mayor), other councillors and myself joined with over 140 guests and dignitaries in a day to celebrate and reflect upon the wonderful work the students had been doing over the year to help children with Autism. Eight Year 13 girls from Frances Bardsley received their accredited Leadership Development Course Certificates from the representative of Her Majesty the Queen, Deputy Lieutenant of Havering Colonel Markham Bryant. The girls also received special 2014 Autism Awards from Andrew Rosindell MP for sacrificing their Saturdays to work with 18-24 year old young people with autism at the RIEES Autism Club in Romford.

The Autism and Disabilities Club is based in the Sixth Form at the Frances Bardsley Academy for Girls in Brentwood Road in Romford. The Leadership & Development course started in September 2013 and covered key aspects, including compassionate leadership and team building. FBA sixth formers volunteer with the RIEES Autism Club as part of the course.

The highlights of the day included a performance by SweetChix, the girl group, (featuring two FBA students Rebecca Wallace and Jessica Ali in the line-up) who were afterwards presented with a special award to their Manager Natalie, appointing the group 'Celebrity Autism Ambassadors,' for the RIEES Charity in Romford.

There was also a moving dance presentation led by Christobel Ogunleye of Year 8 with the FBA Autism Ambassadors and the young people with autism. Rebecca Hawkins of Year 9 recited her composition on autism from 'Autism the Album.'

The Album was launched in 2013 and was the first ever compilation music album for autism in the United Kingdom. MPs in the House of Commons personally handed a copy of 'Autism – The Album' to **Prime Minister David Cameron**. One MP said: 'I hope he (the Prime Minister) will enjoy it as much as I did.' MPs have also been playing the CD in their offices in Westminster.

FBA students received high praise from the Prime Minister in a letter from 10 Downing Street which stated that 'The talent of the inspiring young musicians who have contributed to the compilation is evident.' The Prime Minister sent the FBA girls his best wishes.



This year the Autism & Disabilities Club organized the first ever Autism Sunday Art Exhibition at the Havering Autism Sunday Service at St. Alban's Church, Romford, in February – the paintings were drawn by young people with autism. The centre piece of the exhibition was the beautiful pilgrimage painting – the message behind the painting is that every single child and adult with autism is special, their lives have worth and value and we celebrate them individually.

The Mayor of Havering chose Add+Up as one of her Charities in 2014/15 and I went along to meet with the organisation and learn first-hand about the work they do with families of children who suffer from Attention Deficit Disorder.

I was very impressed with the range of services that the organisation provides, from helping individual families to running courses for teachers in order to raise public and professional awareness of the ADHD. I hope to meet with Add +Up again during the next twelve months and attend some of their events.

Youth and Democracy

Havering Asks

This event is run in partnership between Havering Council and Havering College. It features a BBC Question Time themed panel debate show. The event forms part of the formal assessment for students from the College in the following disciplines:

- Media students film and set manage
- Beauty students do make-up
- Photography students cover event as press photographers

The event has run for four years and 150 students from local schools and colleges were in the audience. For the first time in 2014/15, the event was streamed live over YouTube and feedback from the audience and Panel was very positive.



- *Panellists for “Havering Asks” event:
Roger Evans AM – Chair of GLA, Cllr. Ian De Wulverton – UKIP Councillor,
Haras Rafiq – Managing Director of anti-extremist think tank Quilliam,
Mike Le-Surf – Labour Candidate for South Basildon and East Thurrock
and Roisin Roberston – GreenPeace*

Democracy Engagement Lessons

In December 2014, approximately 90 Business Studies and Public Services students from Havering College attended two separate lessons which included speeches from Cllr Dervish and myself on why we became involved in politics. We spoke about our experience as politicians and gave some reasons as to why we would encourage young people to participate in politics locally and nationally.

The lessons covered all aspects of youth engagement in the political process and how people can participate in politics. We gave an overview of the political system, the different levels and the roles of local representatives and what the work entails. The feedback from the College was very positive.



The Youth Council and Youth Parliament met with Cllr Joshua Chapman on Wednesday January 14th 2015 to discuss 'Raise the Wage Campaign' which was voted on by Members of Youth Parliament at the House of Common on November 14th 2014. It was a very inspiring meeting.

Join the Debate

Members of the Youth Council and Youth Parliament attended My Place (Harold Hill) with other young people for Join the Debate Event. See attached flyer.

Romford YMCA CEO Dave Ball opened the Hustings debate on Thursday 23rd April 2015, Councillors on the panel were:

- Ian Sanderson - Liberal Democrats
- Paul McGearry - Labour
- Lawrence Webb – UKIP
- Melanie Collins – Green Party
- Andrew Boff - Conservative

Young people from Havering questioned local politicians on matters that concerned them

- Q1: How will you help young people with housing when the costs are so high?
- Q2: What will you be doing for young people in regards to education and funding?
- Q3: What interventions will you deliver to support young people with alcohol and drugs?
- Q4: Will you be removing housing benefit for 18-21 year olds?
- Q5: I am proud to come from a multicultural society, what are your views?
- Q6: Why should we vote for you?

The debate was lively and informative



Jack Petchey's Speak Out Challenge

Drapers Academy hosted the Havering Regional Final 7th May 2015 and what a fantastic evening of really inspiring and courageous speeches from young people across the borough.

1st place went to Harry Demmon from The Chafford School

2nd place went to Thomas Stansfield from Sanders School

3rd place went to Billy Wison from Champion School

Well done to all the contestants.

Overview/Aim

The project aims to engage with members 50+ and Havering Youth Council members through a pilot intergenerational event. Through skills exchange training older people to use mobile phones and tablets. The younger people wanted to learn knitting, and stories from the older people about their youth.

Pilot event went ahead 11th August 2014 at Robert Beard Centre



The older people brought their mobile phones and tablets that they were unable to utilise to their full capacity. The younger people showed them how to work the devices. The older people brought along knitting needles and wool to help the younger people learn new skills. There was also an opportunity for the younger people to ask questions about the older people's youth.

"Very interesting speaking to teenagers who have been brought up with IT. Their skills are amazing" age 68 years

"It's been an eye opening experience. Because it's great to see the other technological world from other people's eyes" Member of Youth Parliament age 15

"I so enjoyed learning candy crush and moving around the internet" age 77 yrs.

Youth Council supported with another event in October Half Term 2014 at Tesco Roneo Corner. Half of the young people supported the older generation in the community room and the others supported on the shop floor with Tesco Charity Champion with Diabetes Awareness.



BYC Convention [1]: London, South East and East of England 2015

**Saturday 6th June 2015 from 10:15am to 4:30pm
Westminster School, London**

What is a BYC Convention?

BYC Conventions are the only national events for youth councillors and youth representatives across the UK. These one day events held in the summer across the UK are designed to inspire and support young people to change their world, whether that's making a positive change within their local communities, taking part in a national campaign or tackling a global issue.

Member of Youth Parliament and Youth Council from Havering attended the convention with 2 workers. It was a great day with an inspirational speaker from 'youngminds' <http://www.youngminds.org.uk/> the voice of young people's mental health and wellbeing. The British Youth Council launched the Mental Health Campaign – calling for improved and consistent offer of services across the country.

**YOUNG VS
MINDS**
#GettingThroughIt

Disability Awareness joint event between Youth Council and Youth Service

Young People from Havering Youth Council, Blast Beat and Amps to join together to complete a set of ordinary daily tasks either wheelchair bound or wearing customized gloves (without thumbs) in a bid to recreate what it may feel like to have a disability. The wheel chairs were provided by Havering's Inpatients and Fragility Directorate. The groups raised money for a Charity in Havering for young people with disabilities.



Young people attended workshops and planning for Make Your Mark Campaign 2015



Last Autumn term over 875,000 secondary school pupils took part in a national ballot, Make your Mark. This ballot decides what Members of the UK Youth Parliament (MYPs) should debate and vote on to be their campaign for the year ahead. MYPs have previously debated in the House of Commons Chamber in mid-November, subject to a vote by MPs in the new Parliament we are hopeful of this again this year. This year's target is 1,000,000 votes. Havering have participated in Make Your Mark and have started planning this year's campaign and visits to schools. Last November 2 members of Havering's Youth Parliament attended the House of Commons to debate and vote.



MYP Havering on left, MYP Greenwich on the right

Community safety - Junior Citizen Scheme

The London Borough of Havering's first Junior Citizens event was held at the Territorial Army centre in Romford in July 2014. The project was funded by the Mayor's Office for Policing and Crime (MOPAC) in order to provide safety advice to Primary-School leavers the summer before they start secondary school. A number of partners from the local authority and across London came together to provide 2 weeks of scenarios aimed at providing a hands on approach to safety in situations attendees may encounter.

Several agencies took part, including the Metropolitan Police, Havering Council, the London Ambulance Service, London Fire Brigade, Crime Reduction Initiatives, Young Addaction and UK Power Networks. Each partner provided a 10 – 12 minute scenario on a range of different topics.

The Junior Citizen scheme was created out of a desire to educate young people at a crucial point in their educational and social development, right before the move into Secondary School. Migration into Havering, as a result of the welfare reforms, has meant that Havering has started to experience many inner London problems. These new problems within the Borough mean having to find new and diverse ways of tackling them.

The young people participating in the events needed information and advice around scenarios they would likely be facing for the first time when they transitioned from Primary School to Secondary School. Some of the areas identified were; safe travel on transport, malicious communications (Facebook, texts, Snapchat), drugs and road safety, amongst others.

For many of the participating students it would be the first time for many travelling alone, either by walking, by bus or by train and guidance around this was offered. It was also accepted that it was likely for the students to face more exposure to drugs at secondary school than at any point in their lives up to this point.

It was decided that the best opportunity to offer early advice in this would be through a junior citizen type event. Many surrounding boroughs and local authorities already hold Junior Citizen Events; it was through scoping exercises that these events were identified and Havering created its own.

Havering was able to learn from Barking and Dagenham about identifying a location and suitable partners and worked in conjunction with the metropolitan police. The junior citizen 'brand' was simple to build from and adapt to Havering's needs around target audience, partners and political buy in.

This year's event will take place between the 22 - 3rd July 2015.

Harold Hill Doorstep Sports Club

The Harold Hill Doorstep Sports Club launched in October Half Term at Central Park Leisure Centre. Doorstep Sports Clubs provide a vibrant and varied sporting opportunity to young people in disadvantaged communities that is designed to grow their motivation and ability to adopt a sporting habit for life. Activities include basketball, football, dodgeball and girls-only activities. Basketball in particular is very popular with many more young people getting involved in the sport. A new Havering Thunder Basketball Club was set up and the Boys Basketball team achieved their best result ever at the London Youth Games in 2015.

Holiday Activities

The Council runs activities for young people during the half term, Easter and the Summer holidays. These include sports, arts and youth events; from cupcake making, drama workshops and clay modelling to street dance, Fifa tournaments and off-ice skating. Activities are run for both children and teenagers from various locations across the borough.

Fairkytes Live

The development of the Fairkytes Arts Centre Annex into a live music venue has enabled lots of young people to showcase their talents. Various events such as the 'Battle of the Bands' in May 2014 and 'Fairkytes Unsigned' in March 2015 have enabled young people to complete and perform in front of live audiences. Other open Mic nights have been aimed at all age groups, with many young people in attendance. Various other events are programmed at Fairkytes Live for the rest of the year.



Looking for Liam, a professional Indie band playing at Fairkytes Live

Social Media

A Havering Youth twitter feed has been set up, and has attracted around 995 followers in less than a year. The Music School Twitter feed, also set up a year ago (@haveringmusic) has nearly 912 followers. In addition, **The Havering Youth YouTube** channel, was set up in April 2014, highlighting our youth music, sports and arts activities.

50th anniversary Robert Beard Youth Centre

On the 28th February the Robert Beard Centre celebrated its 50th Anniversary. The celebrations included fun and games such as nostalgic side-show games and competitions organized by young people and other users of the building. Music and entertainment was provided by members of The Robert Beard from all eras. Lots of people attended the event from far and wide, including young people who currently use the centre and those that remember attending youth events years ago. Members of Robert Beard's family were also present to mark the anniversary.

London Youth Games

Havering's success at the London Youth Games has continued in 2015. As well as Havering Hurricanes success in Basketball, in the School's Shield Coopers' Company and Coborn took gold in the badminton, Redden Court's girls' team won silver in the volleyball finals at the University of East London and Upminster Juniors secured a bronze in tag rugby. St Edward's Primary School won silver in the mini water polo, while Rise Park Primary School won bronze in the mixed football.

The result of the tournament so far came in the Para Sport competition, where Havering's Boccia team, Thomas Mundon, Rafferty Eastwood and Alfie Hayes, came through a tense finale to retain their title for the second year running. Boccia is a sport for disabled athletes, who throw red and blue leather balls as close as possible to a white target jack with their hands, feet or, if the competitor's disability is severe, an assistive device.

The London Youth Games team also secured a £5000 sponsorship package from Everyone Active this year, helping pay for kits, transport, and training facilities.

CityRead

This year's **CityRead** book (annual event in April) was **Rivers of London** (a witty mix of magic and police procedural) by Ben Aaronovitch. A number of events were held at Havering Libraries related to this supernatural book including a traditional Punch and Judy Show, Spooky edibles cupcake making session and a craft event. City Read is a London wide annual initiative to get people reading. It is supported by Arts Council England and run from Libraries across the borough.

Havering Music School's Young Musician of the Year Final (HMS) – May 2015

The final of this annual competition was held in May, where instrumentalists and singers from grade six standard and above, and composers in academic year nine or above, showcase their talents. In preparation for the competition, young musicians get the chance to work with professional musicians from The Royal Opera House in a workshop. The most impressive performers are then nominated to go forward and perform in the Finalists' Concert, after which the winners are announced. This year Stephen Payne (French horn, Coopers' Company & Coborn School) won the overall title.

Havering Music School new Website

Havering Music School has made it even easier for people to find out about its work by launching a new, user-friendly website. The Music School's highly experienced tutors teach over 3,500 students every week across Havering. Their aim is to help budding musicians develop musical skills and cultivate self-expression and confidence through their music making.

The new website, with its simple and effective design, allows people to find out about the range of instruments that students can learn to play, along with information about ensembles and fees - all at the click of a button. The site is easy to use whether you are proficient with computers, or just beginning online.

The Music School offers tuition to young people in schools and colleges and at its Saturday and Weekday Music Centres. It has established partnerships with organizations such as the London Symphony Orchestra, the Royal Opera House and the London Chamber Orchestra, giving students exciting opportunities to further their musical career.



FULL COUNCIL, 15 JULY 2015

MEMBERS' QUESTIONS

1) To the Cabinet Member for Culture, Councillor Melvin Wallace.

From Councillor Barry Mugglestone

In order to demonstrate the Administration's commitment to remembering those Havering citizens who have either lost their lives in armed conflict abroad and at home, would the Cabinet Member make a commitment to ensure that all names that should be included on the various war memorials in the borough are completed as soon as possible and for steps to be taken to ensure that all those who have lost their lives over the past 50 years are traced and included in the Roll of Honour.

2) To the Cabinet member for the Environment, Councillor Robert Benham

From Councillor John Glanville

In view of concerns about dog fouling expressed by residents it would be helpful to get some idea of the scale of the problem; would it therefore be possible to know how many incidents of dog fouling have been reported to Streetcare over the past twelve months and how many fines have been issued in that period?

3) To the Cabinet Member for the Environment, Councillor Robert Benham

From Councillor Reg Whitney

Would the Cabinet Member confirm why the former NALGO site in North Street, Hornchurch has been left creating an eyesore in the Town Centre.

4) To the Cabinet Member for Regulatory Services, Councillor Osman Dervish.

From Councillor Graham Williamson

Given the present consultation on the Borough's intended Local Plan, does the Administration have any plans, or is it open to suggestions, of removing or re-designating Green Belt land?

Council, 15 July 2015

5) To the Cabinet Member for the Environment, Councillor Robert Benham

From Councillor John Wood

Would the Cabinet Member confirm that private vehicles and commercial vehicles are treated in exactly the same way when considering parking violations.

6) To the Leader of the Council, Councillor Roger Ramsey

From Councillor Patricia Rumble

The council produces a number of publications such as Living, in Havering plus housing specific ones.

In total how many publications are there and what is the total print run per year?

7) To the Cabinet Member for Culture, Councillor Melvin Wallace

From Councillor Stephanie Nunn

Would the Cabinet Member confirm the cost of employing consultants for the "Open Spaces Needs Assessment" and that given the current climate of cuts whether this is essential spending.

8) To the Cabinet Member for Financial Management, Councillor Clarence Barrett

From Councillor David Durant

Following the localisation of council tax support and a 10% cut in government funding the Administration made changes to recoup the shortfall. These changes included seeking a partial council tax payment from disabled residents and this change was included and passed in the February Budget. However on 23rd June local resident and former councillor Mark Logan took this matter to the Royal Court of Justice to seek a Judicial Review of this change in defence of disabled people.

Please explain this legal action and provide an update about the outcome of court proceedings, the anticipated costs and the Council's intended response regarding this equality issue.

9) To the Cabinet Member for the Environment, Councillor Robert Benham

From Councillor Ray Morgon

Would the Cabinet Member confirm what steps are being taken to ensure that Serco honours its contract by ensuring orange sacks and cardboard is placed in the Recycling section of the vehicles and that batteries and small electrical items are placed in the appropriate section of the vehicle. (Cllr Ray Morgon)

Council, 15 July 2015

10) To the Cabinet Member for Housing, Councillor Damian White

From Councillor Ian De Wulverton

How many council tenants were evicted over the last 12 months?

11) To the Leader of the Council, Councillor Roger Ramsey

From Councillor Barbara Matthews

Would the Leader of the Council confirm his view and that of NELSA in agreeing with organisations such as London Councils and London Chamber of Commerce for business rates to be determined locally. (Cllr Barbara Matthews)

12) To the Cabinet Member for Regulatory Services, Osman Dervish

From Councillor Michael Deon Burton

In view of the existing and pending applications for gravel extraction, landfill and housing development in the south of the borough, will the Council undertake regular tests of air quality to comply with GLA policy and ensure that planning conditions are put in place to minimise dust and ensure air quality is maintained and improved?

13) To the Cabinet Member for the Environment, Councillor Robert Benham

From Councillor June Alexander

Would the Cabinet Member confirm whether there are problems with timers on the new LED street light lanterns. (Cllr June Alexander)

14) To the Cabinet Member for Regulatory Services, Councillor Osman Dervish

From Councillor Lawrence Webb

Can the Leader provide a comprehensive update on the progression of the introduction of the Article 4 Direction in the borough covering HMOs?

15) To the Leader of the Council, Councillor Roger Ramsey

From Councillor Keith Darvill

What is the agreed/proposed timetable for commencement of works for construction of the new Romford Leisure Centre and the estimated time for completion of the works and opening for the public of the Centre.

COUNCIL, 15 JULY 2015**MOTIONS FOR DEBATE****A PUBLIC HEALTH FUNDING****Motion on behalf of the Conservative Group**

This Council calls upon the Chancellor of the Exchequer to recognise that public health funds transferred to boroughs in 2012 were based on historic spend rather than current need – leaving Havering with the second lowest public health grant in London and it urges him to protect our public health grant in the future.

Amendment on behalf of the United Kingdom Independence Party Group

This Council calls upon the Chancellor of the Exchequer to recognise that public health funds transferred to boroughs in 2012 were based on historic spend rather than current need – leaving Havering with the second lowest public health grant in London and it urges him to protect our public health budget with any future settlement to more closely reflect the needs of the borough given the current demographic trends increasing the demand for services.

Amendment on behalf of the Independent Residents' Group

Re last sentence. Replace the word protect with increase.

Note: Amended motion would therefore read as follows:

This Council calls upon the Chancellor of the Exchequer to recognise that public health funds transferred to boroughs in 2012 were based on historic spend rather than current need – leaving Havering with the second lowest public health grant in London and it urges him to increase our public health grant in the future.

B PUBLIC REALM ENFORCEMENT

Motion on behalf of the Residents' Group

This Council agrees to a thorough review of all public realm enforcement and the resources allocated to these activities, in order to encourage good behaviour and fairness to all our residents and non-residents alike.

C FLYTIPPING

Motion on behalf of the East Havering Residents' Group

Fly tipping is a growing problem that blights our community, costing Havering council tax payers in the region of £750,000 a year to clean up. While councils can prosecute offenders, the process is lengthy, expensive and any costs awarded in successful prosecutions rarely cover the expenditure incurred by the council.

In order to tackle the problem more effectively, this Council calls upon the Government to:

- a) empower councils to issue Fixed Penalty Notices for the specific offence of fly tipping up to £1,000
- b) award full costs to Councils when offenders are successfully prosecuted
- c) To consider commissioning a national strategy to tackle fly tipping with a knowledge sharing platform for local authorities to benefit from best practice

D NEW POLICING MODEL

Motion on behalf of the Independent Residents' Group

The new police model provides for a smaller Safer Neighbourhood Team and a larger pooled resource to act throughout the borough. This Council accordingly calls on the Borough Commander to ensure this model provides an effective police presence throughout Havering, particularly in areas where the reported crime figures and burglaries are above average.

Amendment on behalf of the Conservative Group

The new police model provides for a smaller Safer Neighbourhood Team and a larger pooled resource to act throughout the borough. This Council calls on the Metropolitan Police Commissioner to ensure that Havering Police's Borough Commander has all the resources necessary to properly implement the new Police model, particularly in areas where the reported crime figures and burglaries are above average.

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