



COUNCIL MEETING

7.30 pm Wednesday, 13 July 2016
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

Daniel Fenwick
Monitoring Officer

For information about the meeting please contact:
Anthony Clements tel: 01708 433065
anthony.clements@oneSource.co.uk



Please note that this meeting will be webcast.

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

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

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

Reporting means:-

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

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

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

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

AGENDA

1 PRAYERS

2 APOLOGIES FOR ABSENCE

To receive apologies for absence.

Apologies have been received from Councillor Barbara Matthews.

3 MINUTES (Pages 1 - 26)

To sign as a true record the minutes of the Meeting of the Council held on 8 June 2016 (attached).

4 DISCLOSURE OF INTERESTS

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

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

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

To receive announcements (if any).

6 PETITIONS

Councillors Graham Williamson, David Durant and Keith Darvill have each given notice of intention to present a petition. Councillor Darvill has given notice of intention to present two petitions.

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

7 RATIFICATION OF THE HRA MAJOR WORKS CAPITAL PROGRAMME 2016/17 - 2018/19 (Pages 27 - 30)

To consider a report of the Cabinet on ratification of the HRA Major Works Capital Programme 2016/17 – 2018/19 (attached).

8 CONTRACT PROCEDURE RULES AND PROCUREMENT STRATEGY (Pages 31 - 80)

To consider a report of the Governance Committee on Contract Procedure Rules and Procurement Strategy (attached).

9 AMENDMENTS TO MEMBERSHIP OF THE HEALTH AND WELLBEING BOARD AND ASSOCIATED CHANGES TO THE COUNCIL'S CONSTITUTION (Pages 81 - 86)

To consider a report of the Governance Committee on amendments to membership of the Health and Wellbeing Board and associated changes to the Council's Constitution (attached).

10 SENIOR MANAGEMENT RESTRUCTURE (Pages 87 - 94)

To consider a report of the Chief Executive on the Senior Management Restructure (attached).

11 OVERVIEW AND SCRUTINY RULES - EXCEPTIONS TO THE CALL-IN PROCEDURE (Pages 95 - 98)

To consider a report of the Chief Executive on Overview and Scrutiny Rules – Exceptions to the Call-in Procedure (attached).

12 ANNUAL REPORTS OF COMMITTEES, SUB-COMMITTEES AND MEMBER CHAMPIONS (Pages 99 - 260)

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

Note: The deadline for receipt of amendments to all reports published with the final agenda is midnight, Monday 11 July 2016.

13 MEMBERS' QUESTIONS (Pages 261 - 266)

Attached.

14 MOTIONS FOR DEBATE (Pages 267 - 270)

Motions paper attached.



**MINUTES OF A MEETING OF THE COUNCIL OF THE
LONDON BOROUGH OF HAVERING
Council Chamber - Town Hall
8 June 2016 (7.30 - 10.40 pm)**

Present: The Mayor (Councillor Philippa Crowder) in the Chair

Councillors Councillors Clarence Barrett, Robert Benham, Wendy Brice-Thompson, Michael Deon Burton, Joshua Chapman, John Crowder, Keith Darvill, Meg Davis, Ian de Wulverton, Osman Dervish, Nic Dodin, Alex Donald, David Durant, Brian Eagling, Gillian Ford, Jason Frost, Jody Ganly, John Glanville, Linda Hawthorn, David Johnson, Steven Kelly, Phil Martin, Robby Misir, Ray Morgon, Barry Mugglestone, Stephanie Nunn, Denis O'Flynn, 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, Damian White, Michael White, Reg Whitney, Julie Wilkes, Graham Williamson, Darren Wise and John Wood

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

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

Reverend Canon David Hague, Vicar, the Church of the Good Shepherd, Collier Row and Area Dean of Havering, opened the meeting with prayers.

The meeting closed with the singing of the National Anthem.

12 APOLOGIES FOR ABSENCE (agenda item 2)

Apologies were received from Councillors June Alexander, Ray Best, Barbara Matthews, Barry Mugglestone (part of meeting) John Mylod, Ron Ower, Melvin Wallace and Roger Westwood.

13 MINUTES (agenda item 3)

The minutes of the extraordinary and annual Council meetings held on 18 May 2016 were before the Council for approval.

It was **NOTED** that the section of the minutes relating the election of the Chairman of the Individuals Overview and Scrutiny Sub-Committee should

read that Councillor Linda Trew was elected as Chairman of the Sub-Committee, rather than as stated.

Subject to this amendment, it was **AGREED** that the minutes of the meetings of the Council held on 18 May 2016 be signed as a correct record.

RESOLVED:

That the minutes of the Council meetings held on 18 May 2016 be signed as a correct record.

14 DISCLOSURE OF INTERESTS (agenda item 4)

Councillor Darvill disclosed a personal interest in agenda item 9A (motion on restrictions on building of schools) as Councillor Darvill is Chair of Havering Sixth Form College.

There were no other disclosures of interest.

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

The Mayor congratulated everyone involved the recent Langtons open air summer concert. The Mayor also reminded Members of her forthcoming charity dinner.

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

16 REVIEW OF THE OPERATION OF THE HIGHWAYS ADVISORY COMMITTEE (agenda item 6)

A report of the Governance Committee asked Council to agree changes to the Constitution that streamlined the role of the Highways Advisory Committee (HAC) in minor traffic management changes whilst maintaining targeted and local representation of all traffic management proposals. Following comments by the Governance Committee, the report now included reference to bus stop accessibility and a flowchart representing the process used by the HAC.

The report was **AGREED** without division.

RESOLVED:

That the existing Committee Procedure Rules as set out in Part 4 (Rules of Procedure) (Committee Procedure Rules) Para. 15 (Highways Advisory Committee) of the Constitution be deleted and replaced them with the following:

15 Highways Advisory Committee

(a) The Highway Advisory Committee will consider proposals for a material parking change which meets any of the criteria listed in 1) to 6) below (except for those which are subject to officer delegation as outlined elsewhere in the Constitution):

- 1) an integrated scheme such as new Controlled Parking Zones that result in changes other than amendments to existing restrictions**
- 2) the introduction of single scheme involving 3 or more roads**
- 3) the introduction of paid for parking not being amendments within an existing scheme, or**
- 4) the introduction of new permit parking not being amendments within an existing scheme.**
- 5) the introduction of new bus stop accessibility locations.**
- 6) proposals with a multi-ward impact**

(b) Any other proposal which will result in a material parking change other than those outlined in 15 (a), will be notified to Members via CalBrief and be available for call-in to HAC by the Ward Councillor for consideration at any stage prior to the final approval of the proposed measures by the Ward Councillor.

(c) Ward Councillors will be given a 7 day period following notification of the final design during which they may refer an item to HAC. If no request to refer to HAC is received, the item will proceed through delegated powers for advertising.

(d) Any request for call-in must be received by the Head of Service in writing (to include email and fax) during the Calbrief stage (as outlined in Appendix 1). If no such request is received by the CalBrief deadline the Head of Service may determine the proposal in agreement with the Cabinet member.

(e) Referring schemes to HAC

- i. A Ward Councillor should be able to call in any application advertised in CalBrief within their ward citing their reasons for 'call-in.**

- ii. Following the scheme's design, a ward councillor will be shown the design. The Ward Councillor is then entitled to refer the scheme to HAC for consideration if they so choose.*
- iii. Any non-Ward Councillor can call in any application across Havering where it is felt by the Cabinet Member or the Head of Service that these objections raise issues in need of advice from HAC/ are issues of material concern (In line with regulatory services - planning)*
- (f) A Ward Councillor calling-in a proposal should attend the Highways Advisory Committee or appoint a substitute to explain the reasons for the call in.*
- (g) A Ward Councillor calling-in a proposal on an item shall be limited to four minutes in addressing the Committee.*
- (h) Where public representations have been received to a scheme which is before the Committee for consideration, one objector and one supporter shall have an opportunity to address the Committee. The addressees shall not exceed six minutes (which means that each addressee shall not exceed three minutes) or such lesser time as the committee by resolution, either generally or in relation to a specific scheme, may agree.*
- (i) The Chairman may use his/her discretion to allow more than one objector and/or one supporter to address the Committee.*

17 **DEBATE ON STATEMENT BY THE LEADER OF THE COUNCIL (agenda item 7)**

Deemed motion by the Conservative Group

That the statement given by the Leader of the Council at the Annual Meeting of the Council on 18 May 2016 be received.

The deemed motion was **AGREED** without division and it was **RESOLVED**:

That the statement given by the Leader of the Council at the Annual Meeting of the Council on 18 May 2016 be received.

18 MEMBERS' QUESTIONS (agenda item 8)

Thirteen questions were asked and replies given.

The text of the questions, together with their answers, is shown as appendix 2 to these minutes.

19 RESTRICTIONS ON BUILDING OF SCHOOLS (agenda item 9A)**Motion on behalf of the Independent Residents' Group**

This Council regrets that Government's devolution plans involve banning councils from building new schools and restricting capital funding for existing local authority schools, as part of their policy of removing all schools from local authority control and centralising control to Whitehall.

The Council still retains a statutory duty to provide sufficient school places to meet demand from within and outside the borough, but does not have a statutory duty to provide the infrastructure needed to service the additional places and thus this council further regrets the lack of government capital funding and duty to provide quality facilities as well as additional places.

In particular, this Council believes the forecast demand from the proposed Dovers Corner-Dagenham New Road Housing Zone should be met by building an entirely new 3FE Primary school within the development and not by expanding existing schools. Existing schools should only where appropriate be expanded to meet demand from existing residential areas. At present the prospect of an entirely new school within the New Road Housing Zone is dependent on Officers securing a new privately sponsored school with funding from GLA/developer!

Thus this Council will 1) make representations to our local MPs, the Local Government Association and Secretary of State for Education to seek an urgent increase in capital funding and change in the law to allow councils to build new schools where they are needed. 2) where appropriate expand existing schools with the necessary infrastructure to meet the growing forecast demand for school places in Havering. 3) only progress the New Road Housing Zone if a 3FE Primary school is secured as part of the development to make it sustainable.

Amendment on behalf of the Conservative Group**Amend motion to read:**

This Council noting that the Government's further plans to reform school and education provision will be considered by Parliament on introduction of the forthcoming Education for All bill welcomes the intention of the Executive to review the proposals coming forward and to make appropriate representations through the LGA and London Councils and to local MPs.

The Council notes further with approval that primary school provision is an integral part of the Beam Park scheme and that progress on this will be reported to members as the matter progresses.

Amendment on behalf of the Labour Group

Amend motion to read:

This Council regrets the Government's Education Policies and the direction of travel set out in the recent White Paper 'Education Excellence Everywhere' which together undermine the role of Local Education Authorities and which:-

- 1) Severely restrict the ability of local authorities to plan and build new schools to address the demand for new school places;
- 2) Reduce local councils influence and ability to support schools and to assist them achieving higher standards of performance; and,
- 3) Eliminates local democratic accountability

In view of the above the Council calls upon the Government to reverse its policies and provide the capital resources it has provided in the past to enable this Borough and others to address the demand for new school places. In furtherance of this aim the Council it will make representations to its Members of Parliament, the Mayor of London, the Local Government Association, London Councils and the Secretary of State for Education.

The Council believes in encouraging schools to collaborate and resolves to strengthen the Havering Schools Education Partnership which continues to provide high quality outcomes for all students in the Borough.

Following debate, the amendment by the Conservative Group was **CARRIED** by 24 votes to 13 (see division 1) and the amendment by the Labour Group was **NOT CARRIED** by 30 votes to 14 (see division 2). The amendment by the Conservative Group was **AGREED** as the substantive motion, without division.

RESOLVED:

This Council noting that the Government's further plans to reform school and education provision will be considered by Parliament on

introduction of the forthcoming Education for All bill welcomes the intention of the Executive to review the proposals coming forward and to make appropriate representations through the LGA and London Councils and to local MPs.

The Council notes further with approval that primary school provision is an integral part of the Beam Park scheme and that progress on this will be reported to members as the matter progresses.

20 **ON-LINE POLICY (agenda item 9B)**

Motion on behalf of the Independent Residents' Group

This Council calls on the Executive to review its policy that all customer enquires need to be made online to assist those residents who are not computer literate and/or wish to speak to a staff member when accessing council services.

Amendment on behalf of the Residents' Group

Amend motion to read:

Whilst this council agrees the benefits from digitalisation of services, nevertheless, this council agrees to a cross party working group to look at how customers (including members) are able to access all council services other than online to ensure that no resident of this borough becomes socially isolated or excluded.

Amendment on behalf the Conservative Group

Amend motion to read:

This Council welcomes the revision of Cabinet portfolios in order to review all implementation of national policy for channel shift and digitalisation so as to assist those residents who are not computer literate and/or wish to speak to a staff member when accessing council services.

Following debate, the amendment by the Residents' Group was **NOT CARRIED** by 33 votes to 13 (see division 3) and the amendment by the Conservative Group was **CARRIED** by 30 votes to 14 (see division 4). The amendment by the Conservative Group was **AGREED** as the substantive motion, without division.

RESOLVED:

This Council welcomes the revision of Cabinet portfolios in order to review all implementation of national policy for channel shift and digitalisation so as to assist those residents who are not computer literate and/or wish to speak to a staff member when accessing council services.

21 **'ROGUE'LANDLORDS (agenda item 9C)**

Motion on behalf of the Independent Residents' Group

-

Following the Localisation of the Housing Revenue Account and the enhanced status and resources this gives the Housing Department, this Council recommends to the Executive that it agrees a policy to take effective action to deal with 'rogue' landlords both large and small throughout Havering in the interests of tenants.

Amendment by the Conservative Group

- Amend motion to read:

- This Council welcomes the action taken so far in combating rogue landlords within Havering, through the possible introduction of an Article 4 direction and licensing of private landlords, as well as any other measure that would support sustainable tenancies and a vibrant housing sector.

Amendment on behalf of the Labour Group

- Amend motion to read:

This Council reaffirms its decision to introduce an Article 4 Direction and an effective Licensing Scheme of Private Landlords as soon as it can and further agrees as a matter of priority to ensure that it takes action under the Housing Act 2004 when it has concerns about the quality of accommodation provided in residential property within the Borough and also to use both housing and planning powers simultaneously to take action against rogue Landlords.

This motion was withdrawn by the Independent Residents' Group and resubmitted to the next meeting of Council.

22 **VOTING RECORD**

The record of voting decisions is attached as Appendix 3.

Mayor

This page is intentionally left blank

Appendix 1

Leader's Announcement to Council Wednesday 8 June 2016

MADAM MAYOR

Further to my statement at the Annual Council Meeting I would now like to give members an update on various current matters.

FINANACIAL STRATEGY

In formulating the budget and developing the Medium Term Financial Strategy following the Government's support grant statements we recognised that there would need to be further savings identified to balance the budget in 2017/2018 and 2018/2019. The amount to be found is being considered and updated, and Executive members are currently examining in detail in Star Chamber sessions the current and future spending projections and needs of each department in order to assess the scope for savings plans. I expect this process to be completed by the end of July and that a fresh contingent savings plan will be available for consideration and scrutiny in the Autumn.

The Government is also now talking about 100% Business Rates Retention being introduced as a pilot in London in 2017/2018. We are having to keep a close watch on this in view of potential budgetary implications. At this stage it is too early to say what they might be. Consideration is being given to what is being termed a "Fair Funding Formula" which could result in a more equitable allocation of equalisation between councils.

COUNCIL EVENTS

Despite cuts in recent times I am pleased to record that public events staged by the Council and valued by our residents are still being held. The most recent was of course the Langtons Summer Concert held last Sunday. This was attended by a large number of our residents together with some 14 visiting mayors who were able to admire Langtons House and its park as one of the cultural gems of our borough. The substantial improvement scheme there will be fully completed during the next couple of months. The Westminster Symphony Orchestra were in fine form and the weather was brilliant.

On June 25 Romford will again host the Armed Forces Day Parade when we have an opportunity to pay tribute to our forces who stand so high in our admiration.

Also, though not a Council event, I understand that the Elm Park Royal British Legion are holding a service to mark the centenary of the start of the First World War Battle of the Somme on July 3 which you will be attending Madam Mayor.

I hope councillors will support these events if able to do so.

I am hoping also to arrange in the coming months flag raising ceremonies to mark the Battle of Britain and Merchant Navy Day.

HARROW LODGE PARK

With officers and the Lead Member I have had meetings with Thames Water about measures to resolve the problems of waste and foul water seepage.

After extensive research, Thames Water have discovered that misconnected plumbing in local homes and businesses has been the cause of years of pollution in Harrow Lodge Park.

Since the discovery, which involved checking nearby properties, works to rectify the problem has already begun and Thames Water has said that it is already having a positive impact

Private plumbing work, not carried out by Thames Water, has been discovered to be the problem. Waste, which should have been connected to a separate foul sewer network, has been connected to the surface water sewer system, meaning that water that should be going to sewage treatment plants from washing machines, toilets and kitchen sinks has been flowing into the water ways and into the lake.

Since the discovery immediate works have taken place. Six properties have so far been identified as being misconnected, with nine appliances sending waste water to the wrong place. One was a local café which immediately rectified the problem and we are already seeing an increase in the quality of the water in the lake.

Thames Water needs to check about 1,100 nearby properties. A team goes from door to door and using a harmless dye, which can check that each is connected to the correct sewer system. It is the property owner's responsibility to correct these misconnections.

HEALTH DEVOLUTION

Members will be aware that we together with Barking and Dagenham and Redbridge are working together with NHS health partners to prepare a business case for a health devolution pilot in our part of east London. Meetings are being held almost every week on this and on Monday I met my counterparts at Barking and health chief executives. Although it is a mammoth task for us all the level of aspiration and cooperation is high, and we are ably supported by Cheryl Coppell. Outside consultants PWC have been scoping the financial challenges facing all partners in health and social care in the years ahead and identifying ways in which co-working can help bridge the gaps and produce better and more holistic outcomes for our residents.

The business case is due to be submitted by the end of July and so the pressure on us all is significant. I would like to thank Wendy Brice Thompson who has applied herself assiduously to this.

The process has been even more complicated in that NHS England have directed all their areas to come up with Sustainable Transformations Plans by this month. For this our area includes not just the three boroughs but also the remainder of north east London down to Tower Hamlets and Hackney.

EDUCATION TRADED SERVICES

We are discussing later in the agenda future Education arrangements. However I felt that I should share with the council what I regard as a real success by our staff in providing central services to schools. As members may know schools whether academies or maintained may choose their own specialist services and support - not necessarily from the Council. When this came into being we created a traded services offer to schools. This has now developed so that our teams provide services to some 82 schools here and 100 schools in 33 other local authorities. I commend our staff for the valued work and the support this gives to schools.

COMMUNICATION CONSULTATION

The Council needs to communicate effectively with our residents and a consultation exercise is underway.

We all know that the way in which people get the news and information they need has changed, and continues to at an unbelievable rate, so we want to find out if there is a way that we can communicate with residents better.

The consultation asks people how they prefer to receive Council information and also what their experiences have been of contacting the Council.

We know that some answers we get to some of the questions may be challenging but we need to be serious about making the work we do here completely transparent, and always focussing on better outcomes for residents.

So far, we have had more than 1,700 responses online, and a number of hard copies have been received too, which is excellent and shows that people want to contribute,

The consultation closes at the end of this week.

Thank you Madam Mayor.



FULL COUNCIL, Wednesday 8 June 2016

MEMBERS' QUESTIONS

CYCLISTS IN PARKS

**1) To the Cabinet Member for Culture & Community Engagement, Councillor
Melvin Wallace**

From Councillor Reg Whitney

Would the Cabinet Member confirm what action is being taken to deal with the increasing number of complaints of speeding cyclists in our parks.

Response:

The Parks and Open Spaces Service are not aware of any increase in complaints of speeding cyclists in our parks and would welcome further details of any such complaints that are being made; the service receives a few calls per year on average, where people report cyclists using parks irresponsibly.

In terms of managing potential conflict with cyclists and other park users, the Parks and Open Spaces Service use barriers on some entrances to parks where they are popular cyclist routes, for example Harrow Lodge and Hornchurch, which force cyclists to ride slowly or dismount.

The Parks Protection Service are not aware of any major problems – the issues that are brought to their attention are the occasional cyclist complaining about dogs and dog owners complaining about cyclists, however this is standard conflict management in large parks such as those in Havering.

The Parks Protection Service proactively monitor behaviour and pay particular attention to the Ingrebourne Way route which travels through several of our parks; on this route there is signage which indicates that pedestrians have priority.

In response to a supplementary question, the Leader of the Council (substituting for Councillor Wallace) explained that it was essential that records were kept of incidents of speeding cyclists and that all such incidents should be reported to Council officers in order that they could monitor the situation.

HGV PARKING ON THE WENNINGTON BRIDGE

2) To the Cabinet Member for Environment, Regulatory Services and Community Safety, Councillor Osman Dervish

From Councillor Jeffrey Tucker

Would the Cabinet Member please provide an update regarding improving the condition of and removing HGV parking on the A13/Wennington Bridge which is a gateway to Havering?

Response:

Officers have been working in conjunction with Highways England whom have designed a scheme but which requires funding by the Council. A quotation for the scheme to be implemented has been received which is circa £65k. Officers will again contact the Highways England contractor to determine whether funding could be found.

In response to a supplementary question, the Cabinet Member indicated that he would keep Councillor Tucker and the Independent Residents' Group advised as to progress with this matter.

BUS LANES IN STRAIGHT ROAD

3) To the Cabinet Member for Environment, Regulatory Services and Community Safety, Councillor Osman Dervish

From Councillor Denis O'Flynn

How many PCNs have been issued to motorists in the last 12 months for Bus Lane infringements in Straight Road Harold Hill?

Response:

1297 PCN's have been issued in the last 12 months at this location for the moving traffic contravention of driving in a bus lane.

In response to a supplementary question, the Cabinet Member confirmed that there had been a two month grace period when Moving Traffic Contraventions were first introduced.

BLUE BADGE ENFORCEMENT

4) To the Cabinet Member for Adult Social Services and Health, Councillor Wendy Brice-Thompson

From Councillor John Wood

Given a recent report in the Romford Recorder that over 350 blue badges belonging to people who have died might still be regularly used, would the Cabinet Member confirm what regular enforcement action is being taken to ensure that these are not used, as this reduces revenue for the council and stops genuine users from using spaces allocated to disabled drivers.

Response:

There are several reasons why the blue badge of a deceased resident is not returned to the Council. We may not receive a response from the next of kin when the letter asking for the badges return is delivered to the deceased address. The badge may simply be thrown away by the next of kin.

The badges expire after 3 years, so most, if not all of those not returned to the Council are no longer valid, and anyone found using one will have it confiscated and face criminal prosecution for fraud. As part of their normal enforcement patrols, Civil Enforcement Officers will randomly inspect a blue badge but this does require the driver of the vehicle to be present. An identity check is then verified by the CEO and information gathered so as to evidence whether the badge being displayed is genuine and is being legitimately used. The team have also previously held exercises with the police in the local area targeting misuse of blue badges.

In response to a supplementary question, the Cabinet Member indicated that she would confirm to Councillor Wood the number of prosecutions for fraudulent use of Blue Badges over the last 2 years.

PLANNING ENFORCEMENT IN WILFRED AVENUE, RAINHAM

5) To the Cabinet Member for Environment, Regulatory Services and Community Safety, Councillor Osman Dervish

From Councillor David Durant

Would the Cabinet Member please provide an update regarding enforcement against the 2 metre high industrial front brick walls and hard front standing without drainage channels in a residential turning at 20 Wilfred Avenue, Rainham?

Response:

The owners of the property submitted an application for a Certificate of Lawfulness claiming that the walls were permitted development and did not need planning permission. This application was refused on 9th May on the grounds that the walls due to their height and proximity to the pavement created a danger to pedestrians and therefore did not meet all the criteria for permitted development. The owners have been requested to reduce the height of the walls nearest to the pavement in order to meet the permitted development requirements. Their response is awaited. Should no works be carried out to reduce the height to the Council's satisfaction, an enforcement notice will be served requiring reduction in height of the wall.

With regard to the hard surface at the front of the property, it has been demonstrated that the surface is porous and therefore meets the requirements of permitted development.

In response to a supplementary question, the Cabinet Member indicated that he would confirm to Councillor Durant whether the rear of the property had been investigated regarding whether this area also breached planning requirements.

MEASURES FOR DEALING WITH REGULAR VEHICLE COLLISIONS

6) To the Cabinet Member for Environment, Regulatory Services and Community Safety, Councillor Osman Dervish

From Councillor Barry Mugglestone

Whilst Transport for London provides funding for traffic calming measures where their Killed or Seriously Injured (KSI) criteria is met, would the Cabinet Member confirm what action this council will take to deal with those locations where the KSI criteria is not met, but where there are regular vehicle collisions.

Response:

Our casualty-reduction programme concentrates the limited funding available through the Transport for London Local Implementation Plan to those areas and locations in the borough which have the most serious history of injury collisions, especially locations where people have been killed or seriously injured. TfL coordinates casualty data across London which is initially collected by the police and it is this data we use in reviewing and proposing places for treatment. If there are areas with significant levels of slight injuries, we do look at area wide schemes which may not necessarily be based on KSIs alone.

There is no system for collecting data for collisions which do not involve injuries and therefore the Council has no way of objectively considering sites which may anecdotally have a non-injury collisions.

Given the limited funding of the LIP overall and in particular the need to consider reducing the levels of death and injury on borough roads, the Council has no plans or resources (financial and staffing) to deal with locations which do not have injury histories.

In response to a supplementary question, the Cabinet Member agreed to hold discussions with Councillor Mugglestone concerning the lack of a current safety scheme in Rainham Road.

PRIMARY SCHOOL AT DOVERS CORNER

7) To the Cabinet Member for Children & Learning, Councillor Robert Benham

From Councillor Keith Roberts

Would the Cabinet Member please provide an update regarding securing a 3FE Primary school as part of the Dovers Corner-Dagenham New Road Housing Zone to ensure a sustainable development?

Response:

Government policy for building new schools requires the local authority to go to tender for a free school, wherever a complete new school is required.

Local authorities are able to expand their existing schools and this has been the main method the local authority has used to create sufficient school provision.

Local authorities are funded for their capital works on a notional formula based on pupil numbers and their types of need, there are different funding models for special schools compared to mainstream school for example.

All new schools or existing school expansions are designed to meet planning regulations, including appropriate facilities needed to provide a high quality education for their children.

The Rainham housing zone is being developed to ensure that facilities, including schools, is designed as part of the development from the beginning. Close working between developers and the council ensures that the school facilities provided include a primary school and a 0.8a site has been agreed with developers.

The Rainham area is experiencing significant additional growth at present and the current plans to expand existing schools in the area include to meet the current needs as well as future demand.

Pupil projections suggest that there is a need to expand existing schools as well as build a new school. Council policy expects schools to collaborate, by working in partnership or federations. The council believes that a strong partnership between groups of

Council, 8 June 2016

schools and across the whole education community and the Havering Education Strategic Partnership works closely with officers to strengthen the relationships between schools and the local authority.

In response to a supplementary question, the Cabinet Member confirmed that he would be meeting with developers and that a school would be constructed in the area. The Cabinet Member would bring a report on this matter to the Rainham and Wennington & South Hornchurch working party.

OBJECTIVES AND TARGETS FOR NEW CHIEF EXECUTIVE POST

8) To the Leader of the Council, Councillor Roger Ramsey

From Councillor Ray Morgon

Would the Leader of the Council agree with me that it is right that all members of staff have clear objectives and targets, and would he further agree with me that those set for the new Chief Executive should be shared with this council and an update on each target reported back to Members on a regular basis.

Response:

The current appraisal process is in place for all employees of the Council. Managers are given guidance on setting SMART(Specific Measurable Achievable Relevant and Time bound) objectives and competency conversations are also undertaken as part of this process, as these reflect the kind of behaviour we want our employees to exhibit in the course of their duties.

With regard to the new Chief Executive, his objectives and targets are set by the Leader of the Council during the annual review and are discussed during 121 meetings through the year. It is important to note that, in line with best practice, the objectives set may change during the year dependent on Council priorities and these can also be presented to Members.

These matters are generally covered by the Corporate Performance reported regularly to members. The new Chief Executive intends also to report annually to Governance.

In response to a supplementary question, the Cabinet Member advised that corporate performance indicators were reported regularly to both Cabinet and Overview & Scrutiny. Parts of the Chief Executive's appraisal were required be kept confidential for legal reasons.

BED & BREAKFAST ACCOMMODATION FOR HOMELESS FAMILIES

9) To the Cabinet Member for Housing, Councillor Damian White

From Councillor Michael Deon-Burton

Following reports in other areas of Councils being unable to provide suitable accommodation for homeless families, would the Cabinet member confirm if Havering has ever found itself in a bidding competition with other authorities e.g. Newham, for bed & breakfast accommodation?

Response:

Havering, like all other London boroughs do use local bed and breakfast accommodation for limited periods for homeless families. However, we are not aware that we have ever been in a bidding competition with any other authority. In response to a supplementary question, the Cabinet Member confirmed that the Council would provide suitable accommodation where there was a legal duty to do so. The Council would support other people to find accommodation for themselves.

PAVEMENT IMPROVEMENTS IN SHOPPING AREAS

10) To the Cabinet Member for Environment, Regulatory Services and Community Safety, Councillor Osman Dervish

From Councillor Stephanie Nunn

There are a number of small scale shopping areas across Havering where pavements have not been renewed despite high footfall. Would the Cabinet Member confirm what strategy is in place to bring these areas up to a better standard?

Response:

There is no current strategy in place to upgrade small scale shopping areas, however each location is inspected as part of the current highway safety inspection regime. Previously there were works carried out to some smaller shopping areas, as part of a joint funding initiative between (the then) Streetcare, Strategic Property Services and Regeneration. Unfortunately no such joint funding initiatives are available at the present time. It should also be noted that some of the smaller scale shopping areas have areas of private forecourt which are not the Council responsibility to maintain.

In response to a supplementary question, the Cabinet Member confirmed that a monitoring scheme for contractors was in place and that contractors would be brought back if it was found that work was not up to standard.

ARRANGEMENTS FOR RENTED ACCOMMODATION IN THE BOROUGH

11)To the Cabinet Member for Housing, Councillor Damian White

From Councillor Graham Williamson

Havering's two new Housing Zones will deliver thousands of new properties, many more than could be filled by Havering residents looking for a home. However, can the Administration assure us that any and all properties for rent taken over by Housing Associations are offered firstly to our Council under 100% Nomination Rights so that we can clear our Housing Register.

Response:

Any Housing Association that develops affordable rented units in the borough has to offer Havering 100% nomination rights. The challenge for us will be to encourage Housing Associations to deliver affordable rented units as they will no longer receive grant to deliver those units by the GLA. In addition, the Government has clearly indicated that it wants any affordable homes to be built in future to be for starter homes for ownership. It is therefore expected that, the only affordable units for rent that will be built in the two housing zones, will be built by this council unless the units are provided via s106 agreements.

In response to a supplementary question, the Cabinet Member indicated that he and officers would meet with Councillor Williamson to discuss the process for nomination to vacancies in older developments.

TRANSPORT FOR LONDON FUNDING FOR ROAD MAINTENANCE

12)To the Cabinet Member for Environment, Regulatory Services and Community Safety, Councillor Osman Dervish

From Councillor John Mylod

Currently Havering Council is funded by Transport for London to ensure category "A" roads across Havering are in good condition. Has the Cabinet Member any plans to press Transport for London to extend this to category "B" and "C" roads?

Response:

Transport for London (TfL) allocates London Boroughs funding for carriageway maintenance of its Principal Road Network (PRN) through their Principal Road Maintenance budget. Havering's Principal Roads are essentially the "A" roads in the borough excluding the Transport for London Road Network roads which are A13, A12 and A127 in Havering. Funding is allocated by TfL to boroughs on the basis of the condition of their Principal Road Network.

Council, 8 June 2016

TfL publishes guidance notes each year setting out specific criteria that boroughs are required to adhere to when delivering their TfL funded programmes. This criteria includes the need to meet Mayoral targets and key outputs set out in the Mayor's Transport Strategy. Each year when the Council submits its funding programme to TfL, it encourages TfL to give the borough greater flexibility on how it can spend this funding.

In the near future I will be writing to the new Mayor, urging him to retain the Pan London LIP Settlement at its current rate of £147.8m to enable Havering as well as other London Boroughs to be able to deliver improvements that benefit local residents. I am however aware of TfL's own funding constraints following the governments Comprehensive Spending Review last year.

COUNCIL TENANTS FROM OUT OF BOROUGH

13) To the Cabinet Member for Housing, Councillor Damian White

From Councillor Ray Morgon

Would the Cabinet Member supply the current number of council properties, broken down per ward, now occupied by tenants emanating from outside Havering.

Response:

The Localism Act 2011 empowered councils to use local priorities to decide who is eligible to join the housing register. The Council initially exercised this power in April 2013 when a residency criteria of 2 years was introduced. This was extended to 5 years in September 2014. Therefore to date, a combination of the 2 schemes is applied – whereby an applicant must have lived in Havering for at least 2 out of the last 5 years OR for at least 5 years before they can join the housing register. We have recently reviewed the residency criteria and subject to cabinet approval, we will be implementing a 6 year residency which also has to be a continuous period.

There are some exceptions which includes ex-service personnel or where there is a legal duty to provide accommodation to a homeless household who is in severe need (e.g. needs adapted property). Such placements are very few (less than 10%) as the main pathway is to place majority of homeless households in private rented sector leased properties which are managed by the Council through Liberty Housing.

In response to a supplementary question, the Cabinet Member confirmed that, from 2014, the Council was obliged to provide accommodation for anyone who had lived in the borough for either the last two years or for two of the last five years. The Cabinet Member would ask officers to provide a further breakdown of the figures for this subject, if IT systems allowed this.

This page is intentionally left blank

VOTING RECORD

<i>DIVISION NUMBER:</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>						
The Mayor [Cllr. Philippa Crowder]	✓	O	✗	✓						
The Deputy Mayor [Cllr. Linda Van den Hende]	✓	✗	✗	✓						
<u>CONSERVATIVE GROUP</u>										
Cllr Roger Ramsey	✓	✗	✗	✓						
Cllr Robert Benham	✓	✗	✗	✓						
Cllr Ray Best	A	A	A	A						
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	O	✗	✗	✓						
Cllr Dilip Patel	✓	✗	✗	✓						
Cllr Viddy Persaud	O	✗	✗	✓						
Cllr Carol Smith	O	✗	✗	✓						
Cllr Frederick Thompson	✓	✗	✗	✓						
Cllr Linda Trew	✓	✗	✗	✓						
Cllr Melvin Wallace	A	A	A	A						
Cllr Roger Westwood	A	A	A	A						
Cllr Damian White	✓	✗	✗	✓						
Cllr Michael White	✓	✗	✗	✓						
<u>RESIDENTS' GROUP</u>										
Cllr Ray Morgon	O	✓	✓	✗						
Cllr June Alexander	A	A	A	A						
Cllr Nic Dodin	O	✓	✓	✗						
Cllr Jody Ganly	O	✓	✓	✗						
Cllr Barbara Matthews	A	A	A	A						
Cllr Barry Mugglestone	A	A	A	A						
Cllr John Mylod	A	A	A	A						
Cllr Stephanie Nunn	✗	✓	✓	✗						
Cllr Reg Whitney	O	✓	✓	✓						
Cllr Julie Wilkes	✗	✓	✓	✗						
Cllr John Wood	O	✓	✓	✓						
<u>EAST HAVERING RESIDENTS' GROUP</u>										
Cllr Clarence Barrett	✓	✗	✗	✓						
Cllr Alex Donald	✓	✗	✗	✓						
Cllr Brian Eagling	✓	✗	✗	✓						
Cllr Gillian Ford	✓	✗	✗	✓						
Cllr Linda Hawthorn	✓	✗	✗	✓						
Cllr Ron Ower	A	A	A	A						
Cllr Darren Wise	✓	✗	✗	✓						
<u>UK INDEPENDENCE PARTY GROUP</u>										
Cllr Lawrence Webb	O	✓	✓	O						
Cllr Ian De Wulverton	✗	✓	✓	O						
Cllr John Glanville	✗	✓	✗	✓						
Cllr David Johnson	✗	✓	✓	✗						
Cllr Phil Martin	✗	✓	✓	✗						
Cllr Patricia Rumble	✓	O	✗	✓						
<u>INDEPENDENT LOCAL RESIDENTS' GROUP</u>										
Cllr Jeffrey Tucker	✗	✗	✗	✗						
Cllr Michael Deon Burton	✗	✗	✗	✗						
Cllr David Durant	✗	✗	✗	✗						
Cllr Keith Roberts	✗	✗	✗	✗						
Cllr Graham Williamson	✗	✗	✗	✗						
<u>LABOUR GROUP</u>										
Cllr Keith Darvill	✗	✓	✓	✗						
Cllr Denis O'Flynn	✗	✓	✓	✗						
<i>TOTALS</i>										
<i>✓ = YES</i>	24	14	13	30						
<i>✗ = NO</i>	13	30	33	14						
<i>O = ABSTAIN/NO VOTE</i>	9	2	0	2						
<i>ID =INTEREST DISCLOSED/NO VOTE</i>	0	0	0	0						
<i>A = ABSENT FROM MEETING</i>	8	8	8	8						
	54	54	54	54						

This page is intentionally left blank



COUNCIL, 13 JULY 2016

REPORT OF CABINET

RATIFICATION OF THE HRA MAJOR WORKS CAPITAL PROGRAMME 2016/17 - 2018/19

Cabinet, at its meeting on 15 June 2016 considered a report from the (Interim) Director of Housing in respect of the Housing Revenue Account. The Housing Services Asset Management Strategy (AMS) set out a framework within which the Council was proposing to manage, maintain and invest in its housing stock. The strategy outlined how capital investment, cyclical maintenance and repairs service would be managed to ensure that homes were safe, secure and well maintained for the benefit of residents.

The report (the appendix relating to the Major Works Programme is attached) outlined to Members the policy aspects of managing and maintaining the Council's housing stock and was aligned to the detailed review of the HRA Business Plan. This had been previously considered by Members in February 2016 and this was a follow-on report. It presented the criteria and proposals for investment in the Council's housing stock and had been used to support the business plan assumptions.

Cabinet noted the HRA Major Works Capital Programme, detailed in the HRA Budget for 2016/2017 and the HRA Major Works Capital Programme 2016/17 – 2018/19 subject to full Council final ratification.

Cabinet accordingly refers to Council the following recommendation:

That the Council ratify the HRA Major Works Capital Programme, detailed in the HRA Budget for 2016/2017 and the HRA Major Works Capital Programme 2016/17 – 2018/19.

This page is intentionally left blank

Major Works Programme 2016-19

		16/17	17/18	18/19	3yr Totals
New Build Programme and pre commitments in 2016/17					
New Build Programme		£ -	£ -	£ -	£ -
Additional Programme approved by Cabinet September 2016		£ -	£ -	£ -	£ -
Total		£ -	£ -	£ -	£ -
Stock Upkeep works to maintain standards including Major Repairs					
Major Voids		£ 500,000	£ 600,000	£ 300,000	£ 1,400,000
Structural		£ 50,000	£ 50,000	£ 50,000	£ 150,000
Electrical Upgrade/Mains Supplies		£ 150,000	£ 150,000	£ 150,000	£ 450,000
Legionella		£ 170,000	£ 170,000	£ 170,000	£ 510,000
Fencing / Boundary Walls		£ 50,000	£ 50,000	£ 50,000	£ 150,000
Drainage/Sewers		£ 50,000	£ 50,000	£ 50,000	£ 150,000
Asbestos Removal/Management		£ 120,000	£ 120,000	£ 120,000	£ 360,000
External Redecorations		£ -	£ 1,199,000	£ 1,199,000	£ 2,398,000
DDA Fire Protection/Mean of Escape		£ 50,000	£ 50,000	£ 50,000	£ 150,000
Careline equipment		£ 50,000	£ 50,000	£ 50,000	£ 150,000
Stock condition surveys 10%		£ -	£ -	£ -	£ -
Aids and Adaptations		£ 500,000	£ 500,000	£ 500,000	£ 1,500,000
Total		£ 1,690,000	£ 2,989,000	£ 2,689,000	£ 7,368,000
Stock Reinvestment to improve conditions including maintaining the Decent Homes Standard					
Stock Investment "Replacements"		£ 2,428,765	£ 3,987,951	£ 5,395,233	£ 11,811,949
Non Trad Houses/Flats System Build		£ 2,725,000	£ -	£ -	£ 2,725,000
Kitchen/Bathrooms at Void stage		£ 600,000	£ 850,000	£ 300,000	£ 1,750,000
Total		£ 5,753,765	£ 4,837,951	£ 5,695,233	£ 16,286,949
Stock Remodelling					
Bedsit Remodelling		£ 98,100	£ 545,000	£ 109,000	£ 752,100
Total		£ 98,100	£ 545,000	£ 109,000	£ 752,100
Future Investment					
Major Improvements (inc hostels)		£ 708,500	£ -	£ -	£ 708,500
Environmental Improvements (Minor)		£ -	£ -	£ -	£ -
Total		£ 708,500	£ -	£ -	£ 708,500

	16/17	17/18	18/19	3yr Totals
Programme Totals	£ 8,250,365	£ 8,371,951	£ 8,493,233	£ 25,115,549
New Build Development	£ -			
Works to existing stock	£ 8,250,365			
	£8,250,365			

This page is intentionally left blank



COUNCIL, 13 JULY 2016

REPORT OF THE GOVERNANCE COMMITTEE

CONTRACT PROCEDURE RULES AND PROCUREMENT STRATEGY

At its meeting on 26 May 2016 the Governance Committee considered a report which sought to make significant changes to the Contract Procedure Rules (CPR) and Procurement Strategy. This was based on the fact that the CPR currently in place, had been agreed in 2012 and was therefore overdue for revision. The report set out the approach and process for achieving improved procurement performance, greater efficiency and improvement in the delivery of community and economic outcomes from our procurement activity.

The current Procurement Strategy had been agreed in 2011 and had expired in 2014 and so needed to be brought up to date. Recent changes to EU thresholds and the introduction of the Public Contracts Regulations 2015 were also reflected within the documents.

The Committee accepted the report subject to certain amendments being completed. The report attached contains those amendments.

The Governance Committee accordingly recommends to Council that it:

1. **Agree to adopt** the draft Contract Procedure Rules set out in **Appendix A** to the attached report with immediate effect and authorise the Monitoring Officer to make any such changes as may be necessary to the Council's Constitution.
2. **Note** the attached Procurement Strategy set out in **Appendix B** to the report.

This page is intentionally left blank

PROCUREMENT GUIDANCE

London Borough of Havering Contract Procedure Rules

Strategic Procurement Unit

February 2016

DRAFT

1	INTRODUCTION	3
2	E TENDERING	4
3	AUTHORITY AND DELEGATIONS	4
4	ACCOUNTABILITY, ROLES AND RESPONSIBILITIES	6
5	CONFLICT OF INTEREST	7
6	PROCUREMENT VALUES	7
7	EUROPEAN PROCUREMENT LEGISLATION	8
8	CHECKPOINT PROCEDURE	8
9	PROCUREMENT ROUTES	9
10	PRE-QUALIFICATION	11
11	PRE-TENDER REPORT	12
12	TENDER PROCESS	12
13	CONSTRUCTIONLINE	14
14	WAIVERS	14
15	PUBLIC SERVICES (SOCIAL VALUE) ACT 2012	16
16	POST-TENDER REPORTS	16
17	EXECUTION OF CONTRACTS	17
18	CONTRACT AWARD	17
19	VARIATIONS, EXTENSIONS AND MODIFICATIONS OF CONTRACTS	19
20	CORPORATE AND FRAMEWORK AGREEMENTS	21
21	CONTRACT MANAGEMENT AND REVIEW	21
22	DOCUMENTATION	22
23	COLLABORATIVE, JOINT COMMERCIAL ENTERPRISES AND PUBLIC SECTOR SPIN OUTS	24
24	BONDS AND GUARANTEES	25
25	GRANT FUNDED EXPENDITURE	26
26	STATE AID	26
	ANNEX 1: PROCURING SUPPLIES, SERVICES AND WORKS	28
	ANNEX 2: GLOSSARY OF TERMS	30

1 INTRODUCTION

- 1.1 For the purposes of these Contract Procedure Rules (CPR), and instructions and guidance issued, procurement means the ordering, commissioning or entering into a contract (which includes the granting of a Concession) whatever the value or nature with a third party for Supply, provision of Services or the carrying out of building construction Works required by the Council.
- 1.2 These Contract Procedure Rules shall be effective from the date of adoption by the Council and will be reviewed periodically as required but in their entirety once every 3 years.
- 1.3 Nothing in this CPR shall override the Council's duties under UK national legislation and European Law.
- 1.4 If an Officer experiences difficulty in following any process or procedure or understanding the meaning of any part of this CPR please contact the Head of Procurement.
- 1.5 Throughout CPR, where any action is initiated and taken and a decision made by an Officer with authority to act it will be recorded in writing (on e-tendering suite).
- 1.6 Members of CMT and Directors of Service are responsible for ensuring that all:
 - 1.6.1 Contracts are awarded in accordance with these Rules
 - 1.6.2 Persons responsible for awarding contracts are familiar with the Council's Procurement Strategy, and attend relevant Council training as appropriate
 - 1.6.3 Contracts over £25,000 are recorded on the Contracts Register maintained by the Strategic Procurement Unit
 - 1.6.4 Contracts over £150,000 shall have a nominated Contract Manager
 - 1.6.5 Contracts over £150,000 shall be signed and sealed by Legal and Democratic Services.
- 1.7 Where possible all spend, collective or individual, must be attained through a present contract or be procured by entering into a new contract.
- 1.8 All Officers of the Council are subject to and will comply with CPR and it is a disciplinary offence if an Officer fails to comply with CPR. All procurement activities carried out by or on behalf of the Council must proceed in accordance with CPR.
- 1.9 CPR will not apply to contracts of employment.
- 1.10 CPR will not apply to contracts relating to any interest in land (such as the purchase of land, sale or grant of a lease or licence) unless the transaction means that the Council will receive the benefit of tangible facilities or other tangible benefits (other than money) the value of which is over the EU Thresholds for Works (£4,104,394) Services or Supply (£164,176) and which might be considered to be subject to mandatory EU compliant tender requirements, in which case the CPRs will apply.

2 E TENDERING

- 2.1 All procurements exceeding £25,000 will be processed through the Council's selected e-tendering suite for the life of the contract.
- 2.2 Authorised Procurement Officers (APOs) will conduct a procurement online through the e-tendering suite. The procedure, which is substantially no different from a paper tendering exercise, consists of:
- i. Pre-registration by the applicants/proposed tenderers on the Council's system;
 - ii. Online Pre-Qualification (PQQ) assessments (above threshold only) and drawing up a select list of tenderers where relevant;
 - iii. Access to soft copies of all PQQ documentation (above threshold only);
 - iv. Online clarifications and messaging;
 - v. Availability of all tender documentation online;
 - vi. Electronic tender submissions, including the making of declarations;
 - vii. Online evaluation of tenders;
 - viii. Online E-Auction via an authorised hosted service where relevant;
 - ix. Online award of contracts;
 - x. Electronic storage of all tender material, final contracts and agreements, including changes to a contract during its life.
- 2.3 The Head of Procurement has the overview of all of the Council's procurement systems and processes including training and issuing instructions and directions on their use.
- 2.4 Whilst procurements will be conducted via the e-tendering suite the requirements of the CPR will still apply without exception or reservation.
- 2.5 Final contract agreements will still be entered into in hard format but, unless previously agreed by the Head of Procurement (or authorised deputy), the specification, pricing and other documents where appropriate and practical will be issued in "read only" disk or other soft format.
- 2.6 Copies of all tender and contract documents will be retained and stored on the e-tendering suite.

3 AUTHORITY AND DELEGATIONS

- 3.1 When there is a need to carry out a procurement, Officers must refer to the Council's Scheme of Delegation to ensure they have sufficient delegated authority to proceed with a procurement activity.
- 3.2 No procurement shall proceed unless a budget has been agreed by the relevant Director (or delegated officer) and expenditure has been fully considered. For the avoidance of doubt, no order will be placed or other commitment made (orally or in writing) unless the authority to spend is in place and there are sufficient funds to cover the commitment.

- 3.3 Where procurements are included in the Checkpoint pilot (CPR 8), the Checkpoint Panel will consider proposed procurements and awards prior to seeking a decision from the Executive, or the Chief Officer Scheme of Delegation where the value exceeds EU thresholds.

Authority to Procure

- 3.4 Subject to the rest of this CPR 3, authorisation to start a procurement on the Council's behalf is granted on the basis that:
- 3.4.1 Any and all proposed Works, Supply or Services are subject to CPR, regardless of value or complexity;
 - 3.4.2 Procurement will benefit and assist the Council in achieving its statutory duties and functions, and/or approved strategies, policies and service objectives;
 - 3.4.3 Full consideration has been given (and noted for audit purposes) to the use of any existing corporate and departmental contracts covering the Works, Supply and Services required but, following such assessment, these have been deemed unsuitable to meet the additional requirement imposed by the proposed contract; AND
 - 3.4.4 Full consideration has been given (and noted for audit purposes) to those in-house Services whose area of expertise covers the Works, Supply or Services required and, based on an outcomes-based value for money assessment, social value and other business efficiency review, it has been concluded that procurement is the most suitable option for the Council.
- 3.5 When seeking authority to procure a contract for Works, Supply or Services on the Council's behalf the APO must:
- 3.5.1 Obtain authority to proceed via the Checkpoint Procedure (see CPR 8) where a procurement is:
 - Above the EU Services and Supplies threshold
 - Of a value greater than £500,000 for Works
 - 3.5.2 Produce a robust, justifiable and sensible business case, which will be considered under the Checkpoint Procedure and must also be approved in accordance with the Council's Scheme of Delegation before a procurement activity commences.
 - 3.5.3 Where the Council has prescribed an approved business process, prior to obtaining such approval, this must be followed and contained in a written endorsement by the Chief Executive.
 - 3.5.4 Maintain the necessary audit trails to support the business justification and approval process.

Training

- 3.6 No Officer is permitted to authorise or undertake a procurement activity without first attending and successfully completing one or all, depending on the procurement, of the Council's recognised procurement training courses, "Passport to Procure" and demonstrating that they have the competence to conduct a procurement on the Council's behalf.
- 3.7 The Corporate Management Team (CMT) and Directors of Service will ensure that Officers who are authorised by them to conduct procurements have the necessary

skills and experience and are properly trained in the tasks they will be expected to carry out. For the purpose of being considered 'trained', Officers designated as 'Tender Managers' must have completed "Passport to Procure" training modules and, for all EU level tenders, must also have completed training relevant to the creation of specifications and methods of evaluation.

- 3.8 All Officers undertaking procurements over £25,000 or who will manage a contract must have completed "Passport to Procure" training. All contract managers must have also completed the Contract Management Training.
- 3.9 The Head of Procurement will have overall responsibility for Procurement Training and to approve exceptions and waivers of any requirements of this CPR 3.

4 ACCOUNTABILITY, ROLES AND RESPONSIBILITIES

- 4.1 An APO is accountable for all procurement activities authorised by him/her and carried out or conducted on his/her behalf and has a responsibility to comply with CPR and to follow and implement all requirements contained herein.
- 4.2 In line with the general management scheme of Delegation, responsibilities outlined in the Financial Regulations and subject to other council procedures:
 - 4.2.1 Directors can authorise procurements in their service area up to a total contract value of £100,000.
 - 4.2.2 A Director can authorised procurements within their service area with a value between £100,000 and £500,000 in consultation with the CMT Member where the contract will be executed. Pre-tender authority, as set out in the Checkpoint Procedure in CPR 8 will be followed first where included in the pilot.
 - 4.2.3 All proposed procurements where the contract value exceeds EU thresholds, and procurements for Works over £500,000 should go through the Checkpoint Procedure at pre-tender stage.
 - 4.2.4 All proposed procurements over £500,000 must be authorised by a Member of CMT.
 - 4.2.5 Irrespective of the value of the procurement, an APO must inform the Director, who will notify the Leader/Lead Member, where a proposed procurement may be controversial or require a 'key decision'.
- 4.3 Directors must ensure that Officers engaged in any procurement activity are familiar and compliant with CPR, Financial Regulations and the Council's Scheme of Delegation.
- 4.4 On becoming aware of a breach of CPR, an Officer must report this to their line manager and the Head of Procurement. Alternatively, the Officer may choose to follow the guidance contained in the Council's Whistle Blowing Policy.
- 4.5 In order to determine the level of resources required by the Head of Procurement, each APO will provide, for their service area, an Annual Forward Plan prior to the

commencement of the Financial Year. The plan will be agreed by the Head of Procurement no later than the end of January of the previous Financial Year.

5 CONFLICT OF INTEREST

- 5.1 Every Officer must maintain unimpeachable standards of integrity when engaged in a procurement (or any other) activity on the Council's behalf and comply with the anti-fraud and corruption policy.
- 5.2 In accordance with Section 117 of the Local Government Act 1972 all employees of the Council must make a written declaration if they or a family member have a personal or pecuniary interest which may impinge (or might reasonably be deemed by others to impinge) on a contract in which the Council also has an interest. Failure to disclose interests is an offence.
- 5.3 Where an Officer has reason to believe a connection exists between themselves and a participant in a procurement exercise they will inform their line manager and follow the procedure set out in the council's Declaration of Interest Policy and Explanatory Notes.

6 PROCUREMENT VALUES

- 6.1 The APO must produce an auditable estimate of anticipated costs in order to follow the correct procurement route specified in CPR 9. Where EU Public Procurement and national legislation apply, the APO must also ascertain the value of a contract in accordance with those requirements.
- 6.2 Unless otherwise specified, where a value or estimated value is given it must give the aggregate value payable in GBP, exclusive of VAT, over the entire contract period (or as set out in EU and national legislation) including any extensions stated in the contract and any reasonably anticipated level of variation during the life of the contract.
- 6.3 In accordance with EU procurement rules (as transposed into UK law by the Public Contracts Regulations 2015), contracts must not be artificially underestimated, overestimated or sub-divided into two or more separate contracts where the intention or effect is to avoid the application of CPR and/or EU and national legislation.
- 6.4 In the case of mixed contracts where a single contract covers more than one element of works, services or supplies, applicable regulations are determined by the 'main subject matter', based on which of the estimated values is the highest.
- 6.5 In the case of awarding a framework, the value shall be based on all contracts and call-offs over the framework term.
- 6.6 In the case of determining the value of a concession contract, reference should be made to The Concession Contracts Regulations 2016

7 EUROPEAN PROCUREMENT LEGISLATION

- 7.1 Every contract made by, or on behalf of, the Council must comply with the EU Treaty principles for the free movement of Supply, Services, Works and capital and the procurement rules of:
- Non-discrimination on grounds of nationality or locality;
 - Transparency of award procedures and related decisions;
 - Equal treatment of those wishing to be awarded a contract;
 - Wider market interest;
 - Proportionality;
 - Mutual recognition.
- 7.2 All procurements conducted by the Council together with awards and day to day management shall embody these principles and rules and comply with the Council's own procurement procedures as contained in CPR and the Scheme of Delegation.

Procurement Thresholds

- 7.3 European legislation sets out specific procedure which must be followed for procurements above certain values. Where the estimated value of a proposed contract intended to be let by the Council (or on its behalf) exceeds or is likely to exceed EU procurement, the contract must be procured in accordance with the EU Procurement Directive (2014/24/EU) as included in the Public Contracts Regulations 2015.
- 7.4 The thresholds are set out in Articles 4(a) to 4(d) of the Public Contracts Directive and apply from 1st January 2016 to 31st December 2017. Thresholds are net of VAT.

Type of contract	Threshold
Supplies	£164,176 (€209,000)
Services	£164,176 (€209,000)
Light Touch	£589,148 (€750,000)
Works	£4,104,394 (€5,225,000)
Concessions Services/ Works	£4,104,394 (€5,225,000)

- 7.5 The Head of Procurement will give written notice of future changes to the threshold figures.

8 CHECKPOINT PROCEDURE

- 8.1 The Checkpoint Procedure has now been adopted by London Borough of Havering for all procurements detailed in 8.2 of these procedure rules.
- 8.2 The Checkpoint procedure should be undertaken for Supply, Services, Concessions and Light Touch contracts over the £164176 threshold and for Works over £500,000.
- 8.3 The Checkpoint Procedure is an Officer-led procedure in three stages:
- i. Stage 1 – Conduct a review of the intended procurement prior to seeking authority from the CMT or, under Chief Officer delegated powers, to invite tenders.
 - ii. Stage 2 – Consider the results of the tender exercise prior to an award being made under the CMT'S executive powers, a specific delegation to an Officer of the Council or under the Chief Officer Scheme of Delegation.
 - iii. Stage 3 – Review the contract post-award, in particular the monitoring arrangements in place for the contract and their effectiveness in terms of quality and cost. It will take place between 6 and 12 month post-award, dependant on the risk, value and length of the contract.
- 8.4 The Head of Procurement or an Officer designated by the Head of Procurement will chair the Checkpoint Panel. The senior board of the Council will determine the Panel membership.
- 8.5 The Checkpoint Panel will consider activities at each Stage and will make recommendations to the senior board of the Council.
- 8.6 The Strategic Procurement Unit will clerk and record the Panel's activities and decisions.
- 8.7 The governance and overall procedures of the Checkpoint Procedure will be maintained by the Executive Director who has responsibility for the Strategic Procurement Unit. All records of proceeding will be kept by the Head of Procurement, in line with CPR 22.8-22.16.

9 PROCUREMENT ROUTES

- 9.1 Except as otherwise provided, contracts must be awarded following the relevant competitive processes set out in CPR.
- 9.2 In accordance with the Council's Financial Regulations, where a third party has agreed to carry out Works, Supply or perform Services, all such contractual arrangements, notwithstanding the terms and conditions to be used, must be in writing and confirmed by the issue of a purchase order via the i-procurement system.
- 9.3 All procurements which have an estimated value of £24,999 or less are subject to CPR for the purpose of seeking offers. These need not be formalised to the extent required by procurements of higher value but a purchase order must be placed via the i-procurement system (and/or other authorised method), with a sufficient

description of the Supply, Services or Works and clearly identifying the requirement, the price and terms of trading previously agreed with the Organisation.

- 9.4 All procurement with a financial value equal to or greater than £25,000 will be supported by the Strategic Procurement Unit (SPU) using the Council's preferred e-tendering suite.
- 9.5 For all procurement with a financial value including and exceeding £25,000 a Procurement Initiation Form must be completed.
- 9.6 All contracts of a value equal to or greater than £25,000 will be procured using documents agreed. Contracts awarded will be entered into under terms and conditions approved by the Director of Legal & Governance (or authorised deputy). All tender documents produced for a procurement will be compliant with procurement legislation and CPR, and be compatible with the strategies, policies and service objectives of the Council at any time in force and effect.
- 9.7 Changes to the approved terms and conditions must be agreed by the Director of Legal & Governance (or authorised deputy) in writing.
- 9.8 For a procurement valued between £25,000 and £99,999.99 inclusive, an Officer is required to obtain at least 3 comparable written quotations using the e-tendering suite Request for Quotation procedure.
- 9.9 Unless stated elsewhere in CPR or for reasons of extreme urgency, each procurement with an estimated value of £100,000 or above must be subject to a formal tender exercise in conjunction with SPU.
- 9.10 Where a contract award opportunity is advertised, SPU shall publish information about the opportunity on Contracts Finder, regardless of what other means it uses to advertise the opportunity.

E-auctions

- 9.11 The Head of Procurement will advise on which procurements should be conducted using an E-auction whilst assessing if the agreed exemptions apply.
- 9.12 E-Auctions will be used where the reverse auction can commercially influence market prices and has the potential to greatly reduce the purchase price for the Council or increase the service level for the same cost. Conducting a reverse E-auction will help deliver cashable cost reductions without reducing quality and service levels. All procurements over £75,000 for services and supply of goods, and £500,000 for works will be considered for E-auction unless the following exemptions apply:
 - i. Market Intelligence: Where there is clear market intelligence that bidders will not or are unlikely to engage/participate in an E-auction and it is highly likely a sufficient number of quality bids may not be received to demonstrate an acceptable level of competition.

- ii. Past Experience: Where an identical style E-auction has been conducted in the past for a particular sector or service and the experience was unsatisfactory, alternative mechanisms to secure value will be considered.

9.13 Any exemptions require the approval of the Head of Procurement.

Small & Medium Sized Enterprises/Local Companies

9.14 Tendering opportunities thought especially suitable for Small and Medium-sized Enterprises (SMEs), Local companies or consortia of both should be flagged by staff during the advertising process. SMEs and local companies are more likely to be used for quotations and these should be sought where possible through the e tendering portal via the SPU.

10 PRE-QUALIFICATION

10.1 For procurement with a contract value below the Supplies and Services EU Threshold, the APO must not use a set of questions set out as a separate questionnaire (known as a 'Pre-Qualification Questionnaire (PQQ)'), a separate pre-qualification stage or any other pre-tender selection process to pre-qualify or assess the suitability of economic operators to perform the contract, with the purpose of reducing the number of economic operators to a smaller number to be invited to tender at a later stage of the procurement process.

10.2 For procurements with a contract value equal to or above the Supplies and Services EU Threshold, a separate pre-qualification stage or qualitative assessment stage is permitted. The Council may continue to use the industry-standard PAS91 for public contracts for Works.

10.3 Where the estimated contract value is above the Supplies and Services EU Threshold and the contract is subject to a Restricted, Competitive Procedure with Negotiation, Competitive Dialogue, Innovation Partnership, a Negotiated procedure without prior tender process, or for the purposes of establishing an approved list of contractors, a Dynamic Purchasing System (where not using a Framework) shall be used as the Council's pre-qualification process to draw up the select list of tenderers.

Number of Candidates

10.4 In restricted procedures, competitive procedures with negotiation, competitive dialogue procedures and innovation partnerships, the Council may limit the number of candidates meeting the selection criteria that they will invite to tender or to conduct a dialogue, providing the minimum number of qualified candidates is available.

10.5 The contracting authority shall indicate, in the contract notice or in the invitation to confirm interest, the objective and non-discriminatory criteria they intend to apply, the minimum number of candidates they intend to invite and, where appropriate, the maximum number.

- 10.6 For procurements with an estimated value between £100,000 and the EU threshold, and for restricted procedure procurements with an estimated value above the EU threshold, the minimum number of organisations who may be invited to tender is five.
- 10.7 For contracts with an estimated value above the EU threshold and following the competitive procedure with negotiation, the competitive dialogue procedure and the innovation partnership the minimum number of organisations who may be invited to tender is three.
- 10.8 In any event the number of candidates invited shall be sufficient to ensure genuine competition. Where pre-qualification results in fewer than the minimum permitted number of organisations being suitable for pre-selection, the procurement may only proceed to tender if the Head of Procurement is satisfied that there are still sufficient tenderers for genuine competition, and the reasons for continuing are recorded.

11 PRE-TENDER REPORT

- 11.1 All contracts with a value of more than the EU Threshold for Supplies and Services and less than £500,000 must be reported to the appropriate Head of Service, and over £500,000 to the Member of CMT for approval to commence the tendering process. The report must set out:
- i. the likely total cost and budget provision;
 - ii. the appropriate European procurement route;
 - iii. the proposed tendering strategy and timetable;
 - iv. the project team;
 - v. a summary of best value issues and any service improvement requirements;
 - vi. application of TUPE;
 - vii. project risk assessment.
- 11.2 Contracts within the terms of reference of the Pension Committee may be dealt with by that Committee.
- 11.3 Where a contract award for services may result in Council or contractor staff being affected – for example, by possible redundancy, relocation or transfer to the successful tenderer – the advice of the Director of Exchequer & Transactional Services (re pensions), Director of Human Resources/Organisational Development and the Director of Legal & Governance must be obtained before commencement of the tender process. Details must be included in the pre-tender report to the Head of Service or to CMT.

12 TENDER PROCESS

- 12.1 All tender processes shall be conducted in accordance with the requirements of CPR, the Financial Procedure Rules, European procurement rules (if applicable), and the Procurement Strategy.

- 12.2 Where dictated by EU law, tenders must be advertised via the Official Journal of the European Union (OJEU) electronically. This will be done by the SPU on the Council's behalf.
- 12.3 The Invitation to Tender (ITT) for all contracts over £100,000 shall include the following information:
- i. a description of the services, supplies or works sought;
 - ii. the procurement timetable;
 - iii. rules for submitting tenders;
 - iv. pricing mechanism;
 - v. the relevant terms and conditions of contract;
 - vi. the evaluation criteria including weightings;
 - vii. the Council's view on the applicability of TUPE;
 - viii. Any other information necessary to prepare tenders.

Award

- 12.4 The tender or quotation accepted shall be the one which represents the most economically advantageous tender for the Council overall, taking account of whole-life cost, quality of service, risk to the Council and other benefits, as set out in the evaluation criteria chosen for the tender and as described in the Procurement Strategy.
- 12.5 For all contracts above the EU Thresholds all tenderers must be notified of:
- i. The evaluation criteria;
 - ii. Their score using the criteria;
 - iii. The winning score;
 - iv. An explanation as to why the winning tender scored more highly than the tenderer's;
 - v. The identity of the winner of the contract.
- 12.6 For all other contracts with a value in excess of £100,000 all bidders must be notified of:
- i. Their score in the evaluation;
 - ii. The winning score.

In-house Award

- 12.7 An award may be made to an in-house team after competition, provided that:
- i. the in-house team has been evaluated as the most economically advantageous tender in accordance with the requirements set out in the Procurement Strategy;
 - ii. the person making the award can demonstrate that the in-house team represents the best value in terms of quality and price.

Early Authorisation

- 12.8 In the event that there is a need for a contract to commence prior to the completion of the formal contract documentation then a Member of CMT after consultation with the Director of Legal & Governance may authorise the issuing of an Early Authorisation Approval to the contractor.
- 12.9 The Early Authorisation Approval shall include the following information:

- i. Work to be undertaken;
- ii. Terms & conditions (this can be by reference to other documents);
- iii. Subject to completion of formal contract.

13 CONSTRUCTIONLINE

- 13.1 Constructionline provides a list of Works suppliers for contracts below EU threshold. APOs will, in all instances and subject to CPR 3.1 to 3.5, draw up their select tender list from Organisations who have been included on Constructionline.
- 13.2 For procurements valued between £100,000 and £499,999 a minimum of five organisations will be selected and invited to tender.
- 13.3 For procurements valued over £500,000 up the EU threshold a minimum of seven organisations will be selected and invited to tender.
- 13.4 Where pre-qualification results in fewer than the minimum permitted number of organisations being suitable for pre-selection, the procurement may only proceed in accordance with CPR 10.8. Where Constructionline does not have sufficient suppliers to form a select list of tenders the Head of Procurement will issue instructions on how to proceed.
- 13.5 Where a tenderer has advised the Council or been involved in the preparation of a procurement procedure the APO must take appropriate measures to ensure that competition is not distorted by the participation of that tenderer. Such measures shall include the communication to the other tenderers of relevant information exchanged in the context of or resulting from the involvement of the tenderer in the preparation of the procurement procedure and the fixing of adequate time limits for the receipt of tenders. The tenderer concerned shall only be excluded from the procedure where there are no other means to ensure compliance with the duty to treat economic operators equally.
- 13.6 Subject to CPR 10.4, where the voluntary withdrawal of a tenderer originally invited to submit a tender is communicated to the APO within a reasonable time period and this represents a risk to genuine competition, the APO may substitute another tenderer who had participated in the pre-selection process but had not been placed on the Selection List prior to the ITT being issued.
- 13.7 The inclusion of a substitute tenderer will always be subject to it not diminishing the quality and standards set for the procurement and that the substitute scored the highest total of the organisations who met the minimum selection criteria but were not selected to tender.

14 WAIVERS

- 14.1 No exception to these Rules shall be permitted except upon approval by an individual Cabinet member using an Executive Decision or by some other provision in this Rule. The report shall set out the background, the rule being waived, the

reasons the waiver is required, how value for money will be demonstrated, any legal or financial risks or implications and shall be approved by the Director of Legal & Governance and the Chief Executive.

- 14.2 Authority to waive any provision contained in CPR will only be permissible if it does not infringe EU or National legislation and is subject to the Council's Scheme of Delegation.

Exceptions to competitive requirements

- 14.3 Exceptions to the competition requirements may be made only if all relevant law is complied with and one of the following circumstances applies:

- i. the contract falls within one of the exceptions listed in this Rule; AND
 - a. the Competition Financial Thresholds Exceptions, is fully and properly completed and signed by the relevant Member of CMT; AND
 - b. the person awarding the contract can demonstrate that the contract represents the best value that can be obtained in the circumstances.
- ii. an individual Cabinet member has approved the waiving of the application of these rules, as permitted by Rule (a) above;
- iii. the contract is solely for the employment of Temporary Agency Workers or interim managers (but not consultants);
- iv. joint purchasing with or through another public body provided that the public body awarding the contract can demonstrate that the arrangements comply with European procurement, best value and other applicable legislation.
- v. the instructing of counsel by the Director of Legal & Governance;
- vi. they are allowed by some other specific provision in these Rules.

- 14.4 The exceptions are:

- 14.6.1 *Genuine emergency* - unforeseen events likely to cause immediate danger to people or property such as bombing or flooding;
- 14.6.2 *Specialist services/supplies* - available only from one supplier in the European Union – for example, specialist niche consultants or supplies;
- 14.6.3 *For reasons of compatibility* - with existing services/products – for example, equipment that needs parts from its own manufacturer;
- 14.6.4 *Urgency NOT of the Council's own making* - the urgency must be unforeseen, for example, a current supplier ceases to operate, or a contract is terminated for poor performance. Urgency caused by previous delay by the Council or a requirement to implement a strategy or project urgently will not justify an exception under this exception;
- 14.6.5 *Exceptions permitted under European procurement rules* - where the contract is subject to the full application of the European procurement rules and there are specific exceptions which shall be complied with;
- 14.6.6 *Best Interests of the Council* - where it is in the best interests of the Council or the Borough for a provision in these Rules to be waived to enable a contract procurement to be rapidly progressed while still complying with European procurement rules.

Emergency Action

- 14.5 A Member of CMT personally may authorise a waiver of any of these Rules if they consider that the circumstances are such that such a waiver is necessary and

desirable to further the aims of the Council or for the benefit of the residents of the borough. Such a waiver and the reasons for it shall be fully documented and, if reasonably possible, before giving the authorisation the Member of CMT shall consult with the Chief Executive and Director of Legal & Governance and may consult with the relevant Cabinet Member.

15 PUBLIC SERVICES (SOCIAL VALUE) ACT 2012

- 15.1 The Council has a statutory requirement for above EU Threshold Services procurements to have regard to how a procurement may improve the economic, social and environmental conditions.
- 15.2 For those procurements included in the Checkpoint process consideration will be given in the pre-procurement phase (Checkpoint Stage 1) to the requirements of the Act, however the Council only need consider things which are relevant to what is being procured and proportionate to the circumstances of the matters which are taken into account. The Panel will advise the Head of Procurement at the earliest opportunity of the impact of any of the provisions of the Act on a proposed procurement of Services.
- 15.3 Consideration should be given to the Services being procured on whether it is appropriate to undertake a consultation.
- 15.4 Procurements are exempt under the Act where:
 - i. it is impractical or financially not viable;
 - ii. for reasons of real emergency;
 - iii. urgent contractor replacement.

16 POST-TENDER REPORTS

Pre-award report

- 16.1 Contracts with a value between the EU threshold for Supplies and Services and £500,000, except for those subject to CPR 16.3, must be reported to the appropriate Head of Service for approval and award.
- 16.2 Contracts with a value between £500,000 and £5,000,000, except for those subject to CPR 16.3, must be reported to a Member of CMT for approval and award.
- 16.3 Works contracts in respect of the Council's buildings and assets where the total contract value is between the EU threshold for Supplies and Services and the EU threshold for Works are awarded by Heads of Service.
- 16.4 Contracts with a value of more than £5,000,000 and up to £10,000,000 must be reported to an individual Cabinet Member for approval and award.
- 16.5 Contracts with a value of more than £10,000,000 must be reported to the Leader or Cabinet for approval and award of contract, depending upon the powers delegated.

- 16.6 The report shall set out the details of all stages of the evaluation process and criteria, risk assessment and risk allocation, the results, and a recommendation as to the proposed award of the contract.

Post-award notification

- 16.7 An EU notice must be placed if the contract was subject to EU advertising requirement.
- 16.8 All contracts with a value equal to or more than £25,000 must be entered on Contracts Finder.

17 EXECUTION OF CONTRACTS

Contracts over £150,000 to be sealed

- 17.1 Contracts with a total value of more than £150,000 will be executed under seal in accordance with Article 10.04 of the Constitution unless the Director of Legal & Governance approves otherwise. The Legal Document Execution Form must be duly completed by or on behalf of the relevant Director or more senior staff prior to the contract being submitted for sealing.

Contracts under £150,000

- 17.2 Unless the Director of Legal & Governance approves otherwise, contracts with a total value of less than £150,000 will be executed by the signature of the duly authorised Head of Service or more senior staff as appropriate, in accordance with the functions delegated to staff under the Council's Scheme of Delegation.
- 17.3 Contracts with a total value of less than £150,000 may be executed under seal where the Director or Member of CMT and the Director of Legal & Governance deems this appropriate; for example, where the Council may wish to enforce the contract for more than six years after its end.

Care Contracts

- 17.4 Contracts for the provision of personal social services to an individual (eg residential care) and educational placements may be signed by the relevant approved officer (as formally designated by the Director or more senior staff and lodged with the Director of Legal & Governance) provided that the annual value of the contract does not exceed £200,000. If it will exceed £200,000 then the contract must be signed by the Director of Legal & Governance.

Consultancy and Specialists Contracts

- 17.5 All requirements for consultancy or professional services should be sourced via the approved framework (currently NEPRO) and procured in accordance with that policy. In general, external resource may only be used when absolutely necessary and where a business case has been approved by the relevant Director of Service and the Head of Procurement.

18 CONTRACT AWARD

- 18.1 All persons awarding contracts for services shall ensure that they can demonstrate that they have complied with the legislative requirements for best value. The contract award report shall set out:
- i. how the legal duty to challenge, consult, compare and compete has been met;
 - ii. how the contract award will meet the Council's statutory duty of economy, efficiency and effectiveness (i.e. best value);
 - iii. how continuous improvements in service provision will be maintained and monitored and ongoing efficiencies will be achieved.
- 18.2 The award of the contract shall be based on the most economically advantageous tender assessed from the point of view of the contracting authority.
- 18.3 The most economically advantageous tender shall be identified on the basis of the price or cost, using a cost-effectiveness approach, such as life-cycle costing and may include the best price-quality ratio, which shall be assessed on the basis of criteria, such as qualitative, environmental and/or social aspects, linked to the subject-matter of the public contract in question.
- 18.4 Tenders will be evaluated against pre-determined best price-quality ratio of 70% cost and 30% quality weighting.
- 18.5 A contract can only be awarded other than on 70% cost and 30% quality, if one the following exemptions apply:
- i. **FRAMEWORK:** Where it is considered that the best procurement route is through an existing framework agreement and that does not allow tender evaluation on a 70/30 basis
 - ii. **RINGFENCED GRANT:** Where the procurement will be funded from a specific ring fenced grant where any under spend would be lost to the Council and a higher quality threshold would enable the grant to be fully spent i.e. where the Council can afford to purchase higher quality
 - iii. **INNOVATION:** Where a service is a completely new type to the market and model of delivery not seen elsewhere in the UK (e.g. the recent procurement of the Troubled Families Initiative)
 - iv. **PROFESSIONAL ADVICE:** Procuring high level specialist advice.

Non-commercial Considerations

- 18.6 Subject to CPR 18.7, no part of the tender process, evaluation, contract award or contract or specification documents shall be based on:
- i. the terms and conditions and composition of the contractor's workforce
 - ii. whether subcontractors are self-employed
 - iii. the contractor's involvement in irrelevant areas of government policy
 - iv. the contractor or contractor's employees' involvement in industrial disputes
 - v. the contractor's business locations – for example, to buy local or buy British
 - vi. any political, industrial or sectarian links or interest of the contractors, its directors or owners, or employees
 - vii. the contractor's financial support (or lack of it) to any organisation which the Council does or does not support.

- 18.7 Contracts for services which are subject to best value legislation may base any part of the tender process, evaluation, contract award or contract or specification documents on the:
- i. terms and conditions and composition of the contractor's workforce; AND/OR
 - ii. conduct of contractors or their workers in industrial disputes between them; provided that such matters are included either because:
 - i. TUPE applies; OR
 - ii. it is reasonably necessary or expedient to permit or facilitate compliance with the best value requirements of the Local Government Act 1999.
- 18.8 For all contracts subject to EU Procurement legislation, all tenderers must be notified of:
- i. The evaluation criteria
 - ii. Their score using the criteria
 - iii. The winning score
 - iv. An explanation why the winning tender scored more highly than the tenderer's
 - v. The identity of the winner of the contract
- 18.9 For all other contracts with a value in excess of £100,000 all bidders must be notified of:
- i. Their score in the evaluation
 - ii. The winning score

19 VARIATIONS, EXTENSIONS AND MODIFICATIONS OF CONTRACTS

- 19.1 Subject to the authority given under the Council's Scheme of Delegation and CPRs 3 and 4, an officer who has responsibility for the day to day management and performance of an awarded contract may (subject to having the authority to do so) approve a variation or modification by way of additional works, services or supplies by the original contractor that have become necessary and were not included in the original procurement provided that one of the following applies:
- i. The modifications have been provided for in the initial procurement documentation
 - ii. A change in contractor cannot be made for economic or technical reasons such as requirements of interchangeability or interoperability with existing equipment, services or installations procured under the initial procurement, or, would cause significant inconvenience or substantial duplication of costs for the Council provided that an increase in price does not exceed 50% of the value of the original contract
 - iii. Where the need for modification has been brought about by circumstances which the Council could not have foreseen, the modification does not alter the overall nature of the contract, any increase does not exceed 50% of the value of the original contract or framework agreement
 - iv. Where a new contractor replaces the one to which the Council had initially awarded the contract as a consequence of universal or partial succession into the position of the initial contractor.

- 19.2 For a variation (or variations) which is near to or exceeds an Executive Director's financial limits as set out in the Chief Officer Scheme of Delegation or a specific delegation of the Executive a report should be prepared initially for Checkpoint with an intention to submit the same to a member of CMT.
- 19.3 A modification is permitted where it is below the relevant EU threshold and is less than 10% of the initial contract value for service and supply contracts, or 50% of the initial contract value for works contracts, and provided that the modification does not alter the overall nature of the contract or framework agreement.
- 19.4 An extension to a contract may be made by a chief officer under the Scheme of Delegation provided that it was contemplated at the time the contract was awarded. For an award following an OJEU-compliant procurement, an extension may be approved if the published notice permitted the contract to continue past the defined period, the extension period does not exceed 50% of the awarded contract value, it will not mean that EU Threshold limits are exceeded by more than 50% and performance by the contractor has been satisfactory.
- 19.5 The extension document will be completed in the same manner as the original contract, except in the case of construction contracts where the extension will be authorised in accordance with the relevant provisions set out in the contract.
- 19.6 If an officer is uncertain whether a variation or extension of the contract period is permitted under this CPR 19, the Strategic Procurement Unit must be contacted to advise.
- 19.7 No variation, extension or modification of a contract period may be made unless there is adequate budgetary provision.
- 19.8 The reasons and authority to vary, modify or extend a contract shall be recorded in writing and loaded onto the Council's preferred e-tendering suite.
- 19.9 For an extension with a value between the EU Threshold for Supplies and Services and £5,000,000, approval of a member of CMT is required. For an extension with a value greater than £5,000,000 Lead Member approval is required.
- 19.10 The following are excluded from CPR and from competition:
- 19.11 Residential placements of adults sought for an individual with a registered care provider of their choice under the Personalisation Agenda of the Care Act 2014;
- 19.12 Contracts that agree a tariff price for a service where the Council has no control over the service from which an individual chooses to receive their care e.g. a contract that is paid on activity levels only in a retrospective manner;
- 19.13 In relation to 19.11 and 19.12 above, the Head of Service must ensure that adequate records are maintained to demonstrate:
- i. The provider meets the relevant national minimum standards

- ii. Appropriate mechanisms for price review are in place
- iii. The reasons for the choice of provider
- iv. Why these were the best possible terms for the Council in the circumstances.

20 CORPORATE AND FRAMEWORK AGREEMENTS

- 20.1 Members of CMT, with the agreement of the Deputy Chief Executive, Communities & Resources and the Director of Legal & Governance may set up corporate and/or framework contracts for goods services, supplies or works across the Council and other public sector bodies. These shall be advertised and competitively tendered in accordance with the Council's competition and selection procedures set out in these rules and the Procurement Framework.
- 20.2 Where an appropriate corporate contract is in place this shall be used wherever appropriate. The Member of CMT responsible for the corporate contract shall issue guidance as to its use, after consultation with the Director of Legal & Governance and the SPU.
- 20.3 Any corporate/framework contracts shall be reviewed regularly by the SPU and shall be re-tendered at least once every four years.
- 20.4 Where a framework agreement is operational, all subsequent purchases under the framework shall either not require further competition (if a single supplier) or, if there are two or more suppliers for those goods or services on the framework, follow the express framework provisions for choosing a supplier. If there are no such express provisions a mini-competition should be held amongst the relevant suppliers.
- 20.5 If the Council is setting up the framework, the framework agreement shall be let in accordance with the requirements of the CPR.

21 CONTRACT MANAGEMENT AND REVIEW

- 21.1 The APO shall ensure that there are adequate provisions in a tender and subsequently awarded contract to manage the performance of the contractor during the period of the contract, that all performance targets relevant to the contract are measurable and that there is a robust structure for ensuring compliance.
- 21.2 Wherever possible national performance indicators shall be reinforced by local targets as set out in the Council's specification and/or published policies, aims or targets; for example in its Corporate Plan, Sustainable Community Strategy, and Equality and Diversity policies and other corporate or local initiatives.
- 21.3 The APO shall ensure that there are regular meetings with the contractor.
- 21.4 For contracts of more than 12 months duration the contract shall be reviewed at least annually. Where the results of the review establish that performance targets are not being met or there is a high level of dissatisfaction (which should be documented and advised to the contractor at the earliest opportunity), appropriate

measures will be taken to rectify any failure. Where there is a serious problem with the performance of the contractor and enforcement through the terms and conditions of the contract has been exhausted and has not resulted in an acceptable improvement, termination of the contract should be considered. Where the contractor is performing well, due recognition should be given wherever possible.

- 21.5 For contracts with a period of less than 12 months duration, and at the end of a longer term contract, a performance review should be conducted and the finding acted upon for a future procurement for the same or similar Works, Services or Supply. Due recognition should be given for good performance.
- 21.6 All performance reports or contract reviews will be kept on the council's preferred e-tendering suite by the Contract Manager and made available on request to the Managing Director.
- 21.7 For all contracts that have been through the Checkpoint Procedure, a completed Stage 3 report will be required as part of a contract review. This is the contract manager's responsibility and must be completed within 12 months of contract award.

22 DOCUMENTATION

- 22.1 All documents prepared for a procurement exercise will be, as far as possible, unambiguous and transparent in their intentions, compliant with regulatory requirements and the Council's aims and objectives and shall take account of the Council's strategies, policies and service objectives.
- 22.2 All tenders shall include clear instructions to tenderers on the process that is intended to be used including award criteria and weighting, together with the specification pricing schedule (or other descriptive document), conditions of contract, e-Auction procedure and award process and all other documents relevant to the Works, Services or Supplies that are being procured.

Contracts

- 22.3 All contracts with a value over £100,000 shall be on the Council approved standard terms and conditions for that type of contracts unless:
 - i. the contract is let under an existing framework agreement which specifies the terms and conditions under which an individual contract can be let;
 - ii. the Council's standard terms and conditions are not appropriate for the particular contract;
 - iii. the Director of Legal & Governance approves otherwise.
- 22.4 All Council contracts where the Council approved standard terms and conditions are not appropriate must be awarded on the basis of a written specification of the Council's requirements on contract terms and conditions approved by the Director of Legal & Governance in advance.
- 22.5 All contract specifications shall include reference to appropriate domestic or European standards and legislation where appropriate.

- 22.6 Contracts above £100,000 shall include details of:
- i. what is to be provided (description, quality and quantity where relevant) and when;
 - ii. payment provisions (amount and timing); and
 - iii. the Council's standard conditions relating to the following:
 - a. the time scale within which the contract is to be performed;
 - b. the contract review period;
 - c. no sub-contracting or assignment without prior consent;
 - d. sub-contractors to be appointed in accordance with these rules;
 - e. sub-contractors to be paid within 30 days;
 - f. the Council's insurance requirements;
 - g. the Council's health and safety requirements;
 - h. the Council's data protection and Freedom of Information requirements;
 - i. the Council's equalities requirements;
 - j. a right of access to relevant documentation, data and records of the contractor for monitoring and audit purposes;
 - k. a right of termination for the Council;
 - l. a requirement at the discretion of the Council for security for performance – for example, a bond, guarantee or retention sum;
 - m. quality assurance requirements and consequences;
 - n. implementation;
 - o. performance monitoring requirements;
 - p. best value requirements;
 - q. the Council's standard prevention of corruption clause;
 - r. TUPE requirements.
- 22.7 All Council contracts for construction works with a total value of more than £100,000 shall be awarded on the basis of a written specification of the Council's requirements and the current conditions of:
- i. the relevant standard form of Joint Contracts Tribunal (JCT); OR
 - ii. the standard form of Institute of Civil Engineering (ICE) ; OR
 - iii. the standard form of Project Partnering Contracts (PPC) 2000; OR
 - iv. the relevant form of New Engineering Contracts (NEC); OR
 - v. the relevant framework agreement;
- whichever is appropriate or another standard form of contract approved by the Director of Legal & Governance.

Retention of documents

- 22.8 The Members of CMT shall be responsible for ensuring that there is a secure system of filing and storing all tender process documentation.
- 22.9 An APO is required to keep written records of all contracts and the tender processes, including minutes/notes of the tender evaluation panel and other supporting documentation used throughout the procurement process. These will be retained on the Council's preferred e-tendering suite.

- 22.10 Once executed the Council shall retain one original copy of the complete contract documents and one copy of the complete contract documents shall be provided to the contractor. This includes the:
- i. contract conditions;
 - ii. specification;
 - iii. evaluation criteria;
 - iv. invitation to tender;
 - v. pricing schedule;
 - vi. contractor's tender submission;
 - vii. pre-tender correspondence which affects the specification, pricing schedule or contract conditions;
 - viii. post tender correspondence;
 - ix. award letter; and
 - x. documentation of all variations and extensions of the contract.
- 22.11 Where the contract is under seal, one original copy of the contract documents shall be sent to/retained by the Director of Legal & Governance for storage in the Council's deeds room and one copy shall be retained by the person awarding the contract, as well as one copy being provided to the contractor.
- 22.12 All documents of sealed contracts and contracts with a value over £150,000 shall be retained by the Director of Legal & Governance in the Council's deeds room for twelve years from the date the contract has ended.
- 22.13 Contracts not under seal shall be retained for six years from the date the contract has ended..
- 22.14 Unsuccessful quotations and tenders and financial correspondence shall be retained for four years from the contract was awarded.
- 22.15 Service Level Agreements shall be retained for one year after the end of the agreement or the date on which it was superseded.
- 22.16 Where an exception to the Competition Financial Thresholds applies, the following documents shall also be retained:
- i. the Competition Financial Thresholds Exceptions Approval Form signed by a Member of CMT;
 - ii. the contract and correspondence with the contractor;
 - iii. any evidence of how value for money was obtained – for example, alternative written or oral quotes.

23 COLBORATIVE, JOINT COMMERCIAL ENTERPRISES AND PUBLIC SECTOR SPIN OUTS

- 23.1 Where consideration is being given to collaborative working, whether loosely or by establishing a Special Purpose Vehicle/Economic Entity, the Head of Procurement will be informed at the earliest opportunity and a Checkpoint Stage 1 Report will be

prepared to consider any procurement implications and to make recommendations to the Checkpoint Panel.

- 23.2 Where consideration is being given to collaborative working with another local authority (or authorities) and/or public bodies, the Head of Procurement will be informed at the earliest opportunity to determine the legal, governance and procurement implications before proceeding.
- 23.3 Where consideration is being given to establishing an existing in-house service as an economic entity outside of the Council (a public sector spin out) with a primary focus either on providing Services to the authority or offering Services generally, the Directors of Legal & Governance and Finance and the Head of Procurement will be informed at the earliest opportunity to determine the legal, governance, commercial viability and procurement implications before seeking approval from the Executive.
- 23.4 The Officers identified in this CPR 23 will be informed in the same way for any similar types of enterprise before seeking approval of the Executive.
- 23.5 For the vehicles identified in this CPR 23 which involve the making of payments to whatever is created, State Aid implications will be considered.

24 BONDS AND GUARANTEES

- 24.1 A Performance Guarantee Bond and/or Parent Company Guarantee may be required as part of the award of a contract. The final decision to take security will lie with the APO and the form of security to be taken and its terms for reimbursement in the event of default will be determined by the Director of Legal & Governance (or authorised deputy) and the Head of Procurement, with account being taken of market trends.
- 24.2 The APO for a contract with a value between £100,000 and £500,000 will consider whether there is a need to take security against the contractor's performance at Checkpoint Stage 1, taking account of the risks associated with the subject matter of the contract. Where, after an assessment, the risk is judged as low, a bond and/or guarantee need not be taken. Where the risk is judged as medium the Head of Procurement will be consulted as to whether it is desirable to take security. Where the risk is judged as high a bond should be considered.
- 24.3 Where the contract value is above £500,000 the APO shall consult the Head of Procurement whether a bond and/or guarantee should be taken where the risk is judged as low or medium. Where the risk is judged as high a bond should be considered.
- 24.4 Where a tenderer indicates it has a holding/parent company, consideration should be given to obtaining a Parent Company Guarantee regardless of the risks associated with the procurement.

- 24.5 All tender documentation for contracts over £100,000 shall make reference to the provisions of this CPR 24 for taking of security, if required. Where a specification or pricing document includes the taking of security, the drafting should reflect the wording of this CPR 24, and indicative rates be requested subject to the Council decision to require a bond. Where a bond is not thought necessary, premium value will be deducted from the contract sum. Where no sum is identified the amount shall be determined by reference to markets at the time of the procurement.

25 GRANT FUNDED EXPENDITURE

- 25.1 Where the council receives Grant Funding and is named as the accountable body for the expenditure of monies, and where the terms of the grant permits the council to directly carry out Works, or buy Services or Supplies, any procurement will be conducted in line with CPR.
- 25.2 Where the funding received exceeds £500,000 a report will be presented to the CMT for approval to enter into the Grant Agreement (or other funding arrangement) and to record the availability of funding subject to the terms of the grant.
- 25.3 For grants under £500,000 approval will be in accordance with the Scheme of Delegation. Account will be taken in contracts let, in whole or in part, as a result of grant funding, of the terms and conditions and accountability of the Council, and will also have provision to terminate an awarded contract in the event of the grant funding ceasing, in whole or in part.
- 25.4 Where the funding is for use by a third party the obligation to account for the funding contained in the grant terms will be included in the agreement with the third party. Further, the terms of making the grant shall include a clause to competitively tender for Services, Supplies or Works and reflect the Council's strategies, policies and objectives in so much as they apply to, or are compatible with, the funding objectives as set out in the grant terms imposed on the Council and CPR.
- 25.5 Where the Council is making a grant from its own resources the terms as set out in CPR 25.1 will apply, save that accountability conditions will be set by the Council.
- 25.6 Where grant funding is for the employment of staff under a contract of employment (rather than as a consultant or contractor), procurement will not apply and an exemption will be recorded.

26 STATE AID

- 26.1 A grant, or other funding made to a third party (including that to a Direct Service Organisation), either by the Council or from another source, which may be considered as a subsidy will need to be reviewed against the EU "State Aid" rules. To establish whether a grant, or other contribution, (financial or in kind) affects the procurement or other transaction being considered by the Council. Where a third party who is in receipt of a grant, or other contribution, from the Council is included on a select list of tenderers the extent of its value in terms of affecting the Council's

obligations the EU Treaty principles of Equal Treatment, Transparency, Non Discrimination, Proportionality and Mutual Recognition should be considered to establish whether there is any risk of infringement of the “State Aid” Rules.

26.2 European “State Aid” may apply where:

- i. It is granted by a Member State or through State resources;
- ii. It favours certain undertakings or the production of certain Supply;
- iii. It could distort or threaten to distort competition;
- iv. It could affect trade between EU Member States.

26.3 The Rules themselves have permitted exemptions which may mean the grant or, other contribution would not raise a risk infringement but if all four of the above apply advice should be obtained from the Director of Legal & Governance and any procurement activity should be suspended.

26.4 Where State Aid is considered the outcome of any assessment will be recorded and retained with the tender/contract documents.

7 ANNEX 1: PROCURING SUPPLIES, SERVICES AND WORKS

Value	Process	e-Tendering Suite	Advertise	Checkpoint Stage 01*	Pre-tender Report	Checkpoint Stage 02*	Award Report	Checkpoint Stage 03*
Goods / Services								
£0 - £4,999	One quote	No	No	No	No	No	No	No
£5,000 - £24,999	Two quotes	No	No	No	No	No	No	No
£25,000 - £99,999.99	3 Quotes/Tender if advertised	Yes	No	No	No	No	No	No
£100,000 - EU ¹	Tender	Yes	No	No	No	No	No	No
EU ¹ - £499,999.99	Tender	Yes	Yes	Yes	Head of Service	Yes	Member of CMT	Subject to Panel
£500,000 - £999,999.99	Tender	Yes	Yes	Yes	Member of CMT	Yes	Member of CMT	Subject to Panel
£5M - £10M	Tender	Yes	Yes	Yes	Member of CMT	Yes	Lead Member	Yes
£10M +	Tender	Yes	Yes	Yes	Member of CMT	Yes	Cabinet or Leader	Yes
Works								
£0 - £4,999.99	One quote	No	No	No	No	No	No	No
£5,000 - £24,999	Two quotes	No	No	No	No	No	No	No
£25,000 - £99,999.99	3 Quotes/Tender if advertised	Yes	No	No	No	No	No	No

¹ EU Threshold for Supplies and Services

£100,000 - EU ¹	Constructionline tender – 5 minimum	Yes	No	No	No	No	No	No
EU ¹ - £499,999.99	Constructionline tender – 5 minimum	Yes	No	No	Head of Service	Yes	Member of CMT	Subject to Panel
£500,000 - EU ²	Constructionline tender – 7 minimum	Yes	No	Yes	Member of CMT	Yes	Member of CMT	Subject to Panel
EU ² - £4,999,999	Tender	Yes	Yes	Yes	Member of CMT	Yes	Member of CMT	Yes
£5M - £10M	Tender	Yes	Yes	Yes	Member of CMT	Yes	Lead Member	Yes
£10M +	Tender	Yes	Yes	Yes	Member of CMT	Yes	Cabinet or Leader	Yes

¹ EU Threshold for Supplies and Services

² EU Threshold for Works

ANNEX 2: GLOSSARY OF TERMS

Term	Definition
Approved List	An eligible list of potential Contractors who have been assessed as to their suitability in terms of financial and economic standing and technical capability to tender for contracts.
Audit Trail	Evidence showing how, why and by whom certain processes and functions were carried out.
Authorised Procurement Officer	An Officer of the Council who has delegated authority (through the general management scheme of delegation) to procure Works, Supplies and Services on the Council's behalf.
Best Practice	The most effective and desirable method of carrying out a function or process derived from experience rather than theory.
Business questionnaire	Also known as a Pre-Qualification Questionnaire (PQQ) A Questionnaire completed by companies that wish to be short listed for procurement activity or placed on an approved list. The purpose is to assess suitability in terms of financial and economic standing and technical capability
CMT	Corporate Management Team - Havering Council's top level management team comprises the Chief Executive, Chief Operating Officer, Directors and oneSource Managing Director.
Competitive Tendering	Awarding contracts by the process of seeking competing tenders
Concession Contract	is a contract under which a contracting authority or a utility outsources works or services to a contractor or provider, who then has the right to commercially exploit those works or services in order to recoup its investment and make a return. Light
Contract	A binding agreement made between two or more parties, which is intended to be enforceable at law. This may take the form of a written or verbal agreement
Contract Manager	The officer responsible for ensuring the contract is procured in compliance to these procedure rules.
Contract Award	The issuing of a formal commitment to a supplier, contractor or service provider to Supplies, Services or Works to the Council .
Contractor	A firm or person who has made a contract to Supply, provide Services or undertake Works
Contracts Finder	The Public Contracts Regulations which came into force on 26th February 2015 require public sector organisations in England

Term	Definition
	(government departments, local authorities, housing associations, armed forces, emergency services, schools, universities, etc.) to publish information on contracts they intend to award following a competitive tender.
Director	An Officer who reports the Chief Executive.
Directorate	The staff, Services and functions for which a Officer is responsible.
Emergency	An event or occurrence which could not reasonably have been foreseen and which threatens immediate danger to life, health or property
E- tendering	The system used to cover all procurement activity over £25,000.
Framework Agreement	A "framework agreement" is an agreement between one or more contracting authorities and one or more economic operators, the purpose of which is to establish the terms governing contracts to be awarded during a given period, in particular with regard to price and, where appropriate, the quantity envisaged.
Invitation to Tender	An invitation to suppliers to formally bid for the provision of Works, Supplies or Services not being the Instructions to Tender.
Letter of Acceptance	A letter, which creates an immediate binding contractual relationship between the Council and the successful tenderer prior to entering into a formal contract
Light Touch	The new light-touch regime (LTR) is a specific set of rules for certain service contracts that tend to be of lower interest to cross-border competition. Those service contracts include certain social, health and education services, defined by Common Procurement Vocabulary (CPV) codes.
Mandatory Standstill Period Notice	A letter or other communication sent following a mandatory OJEU compliant tender exercise which must be sent to an unsuccessful tenderer to comply with Regulation 86-87 of the Public Contracts Regulations 2015 and CPR 12.5-6 before the final award of a contract.
Most Economically Advantageous Tender	The tender which will bring the greatest benefit to the Council in terms of quality, price, running cost, disposal cost, etc. (MEAT)
Officer	The individual reporting into the service directly responsible for the commissioning activity for that service.
Overview & Scrutiny	Overview and Scrutiny is an essential function which monitors

Term	Definition
	the work of the Leader and Cabinet and provides a route through which the non-executive Members can scrutinise the work of the decision makers and hold them to account. The Overview and Scrutiny Committee monitors performance and draws attention to issues of public concern. In this way, scrutiny drives improvement, sets high standards for the delivery of services and crucially responds to the needs of the borough through maintaining a constant dialogue with residents.
Quotation	Any written offer requested either orally or in writing.
Select List	A list of suitable prospective suppliers that has been drawn up through a pre-qualification short listing exercise for a particular contract or procurement activity.
Service Area	The staff, Services and functions for which an Officer is responsible .
Specification	A description of what is to be provided under the contract. Depending on the procurement, a specification can be anything from a catalogue or model number to a whole series of documents.
Strategic Procurement Unit (SPU)	Strategic Procurement is based within the Finance Directorate of oneSource and is responsible for overseeing strategic procurement issues, procurement policy, corporate Supply and service contracts.
Tender	A formal, written, sealed response to an invitation by the Council that contains a specification for Works, Services or Supplies required.
Tender Documents	Documents issued to prospective tenderers when they are invited to submit a tender. Such documents would normally include; a business questionnaire or Pre-Qualification Questionnaire (PQQ), except where a Select List or formal Framework Agreement is in place, instructions to tenderers, contract conditions, specification, pricing document, form of tender and tenderers' responses.
Tender Evaluation	Detailed assessment and comparison of supplier offers
The Authority/Council	The London Borough of Havering of Town Hall, Romford, RM1 3BB.
Urgency	A situation whereby the Council is likely to suffer significantly either financially or operationally or will be in breach of an order of court or statutory function or for health and safety reasons

Term	Definition
	associated with the protection of life and property, if immediate action is not taken.
“VEAT” Notice	A Voluntary Ex-Ante Transparency Notice is a notice announcing an intention to award a contract and which sets out the legal grounds upon which the intended award is to be made.
Voluntary Feedback Communication	A non statutory notification to an un-successful tenderer following a non-mandatory procurement (or an award over EU value threshold and Works) following a “mini-tender” exercise under a Framework Agreement) drawn up and containing information required for a mandatory standstill notice or by way of feedback in line with Section 20 Local Government Act 1988 (requirement if requested to give feedback with 15 days of the reasons for an award decision).

This page is intentionally left blank

Strategic Procurement Strategy

2016- 2018

Contents

1.0	FOREWORD	1
2.0	INTRODUCTION	2
2.1	oneSource	2
3.0	THE FUNCTION OF STRATEGIC PROCUREMENT	2
4.0	CORPORATE AND STATUTORY DUTIES	2
4.1	Contract Procedure Rules	2
4.2	EU Regulation and legislative changes	3
4.3	Public Services (Social Value) Act 2012 (the Act)	3
4.4	Localism Act 2011	3
5.0	BUILDING ON OUR SUCCESSES	3
5.1	Category Management	3
5.2	Category by spend under oneSource	4
5.3	Procurement Governance	4
5.4	Making use of up to date technology	5
5.5	Electronic Payment Methods	6
5.6	Collaborative working and partnerships	6
6.0	STRATEGIC PROCUREMENT VISION, AIMS AND OBJECTIVES	6
6.1	Procurement Vision	6
6.2	STRATEGIC AIM 1: Value for Money	7
6.3	STRATEGIC AIM 2 - Economic Sustainability	8
7.4	STRATEGIC AIM 3 - Community Benefit	9
6.5	STRATEGIC AIM 4- Innovation and Partners	10

1.0 FOREWORD

Good procurement processes have the power to transform public services, improve outcomes and make life better for residents. This Strategy is about making sure that every penny is spent wisely and that what we procure aligns to what our residents want. We are placing a renewed emphasis on using the purchasing power of the borough to deliver our priorities, boost the local economy and contribute to improving the economic and personal capacity of our residents.

We want to achieve significant savings through improved procurement and contract management. Collaboration is very much at the heart of this aim, both internally, utilising efficiencies through our shared service, oneSource, and externally with other Councils and public bodies. We will procure in innovative ways, which focus on residents, and spend public money in line with public expectations.

The Strategy will focus on:

- **Value for money;** through efficient contracts that deliver high quality goods and services at a competitive price.
- Using the Council's purchasing power to boost Havering's economy and long term economic **sustainability**, through maximising the opportunities for local businesses to provide services and helping ensure that where possible contractors actively seek to employ and train local residents.
- **Community benefit;** to ensure opportunities for local economic, social and environmental benefits are achieved through our contracts to meet local residents' priorities. The specification for our contracts can play a key part in helping to ensure contractors are fully contributing to delivering our vision for Havering.
- **Innovative and partnerships;** to ensure in the right circumstances, joint working can deliver efficient, cost effective, risk sharing solutions, and new and better models of service delivery. We are working to think about the different ways of providing and buying goods and services, so that we can continue to improve value for money while not reducing quality.

Above all the Council and its partners will work hard to drive up procurement efficiency so that the cost and quality of services we provide to our residents offers maximum value, is affordable and aligned to the priorities of our residents.

2.0 INTRODUCTION

This strategy seeks to modernise our procurement, introducing a more holistic programme that takes into account lessons learned in recent years. It will also address key issues and challenges likely to be faced over the next three years and is aligned to the overarching vision of the council and priorities as set out in the Corporate Plan.

The procurement strategy and Contract Procedure Rules (CPRs) together set out the council's attitude to procurement procedures and provide a clear mechanism for delivering value for money and legally-compliant contracts.

We aim to continue to achieve significant savings in the coming years through improved category and contract management. Collaboration is at the heart of much of this aim, both internally within commissioning functions and category services areas, utilising operational efficiencies through shared service of oneSource with London Borough of Newham, and externally with other councils, health partners and public bodies to procure in innovative ways. We want to streamline supply chains and deliver procurements which focus on residents' needs and are cost effective.

2.1 oneSource

In 2014 we launched oneSource, integrating corporate services with London Borough of Newham. By working in partnership with Newham we have increased operational procurement efficiency by building on the strengths of our previous team of procurement experts. We will continue to make use of technology and build strong internal and external customer experience and management.

Planned oneSource operational efficiencies will achieve savings through:

- A new shared service procurement team based on category management, eliminating duplication and working more efficiently.
- Generating income through plans to offer procurement services to external organisations.
- Maximising the effectiveness of available technologies through shared resourcing.
- Collaborative procurement, reducing cost through economies of scale.

3.0 THE FUNCTION OF STRATEGIC PROCUREMENT

The Strategic Procurement Unit (SPU) provides technical expertise and advice to service areas on delivering value in procurement. It supports, oversees and provides guidance to commissioning officers to ensure procurement of services and goods meets the wider sustainability goals of the Council, follows legal precedence and offers the Council best value.

SPU offers commercial expertise and knowledge and runs checkpoints to ensure strong procurement governance is in place. It also provides an overview to commissioning processes, spanning the whole life cycle from identification of needs through to the end of the useful life of a service or asset.

4.0 CORPORATE AND STATUTORY DUTIES

4.1 Contract Procedure Rules

The council's Contract Procedure Rules (CPRs) are mandatory and provide more specific guidance on how procurement and contract award procedures are governed and regulated. Together with this

strategy, the CPRs provide the governance framework and processes for letting and awarding council contracts.

4.2 EU Regulation and legislative changes

The EU Procurement Regulations apply to all forms of procurement, particularly in terms of transparency, and it is important that officers understand the constraints within which all procurement must be undertaken. The Strategic Procurement Unit will ensure that sufficient time and resources are allocated to undertake a robust and compliant process.

Where the estimated value of a proposed contract intended to be let by the council (or on its behalf) exceeds or is likely to exceed EU procurement thresholds (Supplies and Services, £164,176 (€209,000) and Works £4,104,394 (€5,225,000)), the contract must be procured in accordance with the EU Consolidated Procurement Directive (18/2005/EC) as included in the Public Contracts Regulations 2015 (as amended).

The Public Contracts Regulations 2015 abolished pre-qualification questionnaires (PQQs) for low-value contracts as part of the Government's drive to ensure that public sector procurement is more accessible to small businesses. This supports Havering's commitment to local enterprise and growth, and we are committed to ensuring that small businesses get a fair chance to bid for council contracts.

4.3 Public Services (Social Value) Act 2012 (the Act)

The Council has a statutory requirement for Service procurements with a value above the EU threshold to have regard as to how a procurement may improve economic, social and environmental (ESE) conditions. Consideration will be given in the pre-procurement phase to the requirements of the Act.

4.4 Localism Act 2011

In June 2012 the Localism Act 2011 came into force. This Act allows local communities and relevant bodies, including voluntary or community bodies, to have wider involvement in and greater power to challenge how local authorities provide and run services. This must be done in the form of an expression of interest which the relevant authority must consider. If the relevant authority agrees to accept the expression of interest, it must run a procurement exercise.

5.0 BUILDING ON OUR SUCESESSES

The Strategic Procurement Unit remains at the forefront of procurement across the UK following being shortlisted for the national 'Outstanding Savings Delivery' award in 2015, and the Head of Procurement being elected to the National Executive Committee.

5.1 Category Management

In 2014 a review of the Strategic Procurement Unit took place as a pre-cursor to the launch of oneSource shared service with Newham. This led to a restructure within the SPU and the creation of categories. Category Management will be a powerful method of supporting procurement activity against strategic business plans by service areas.

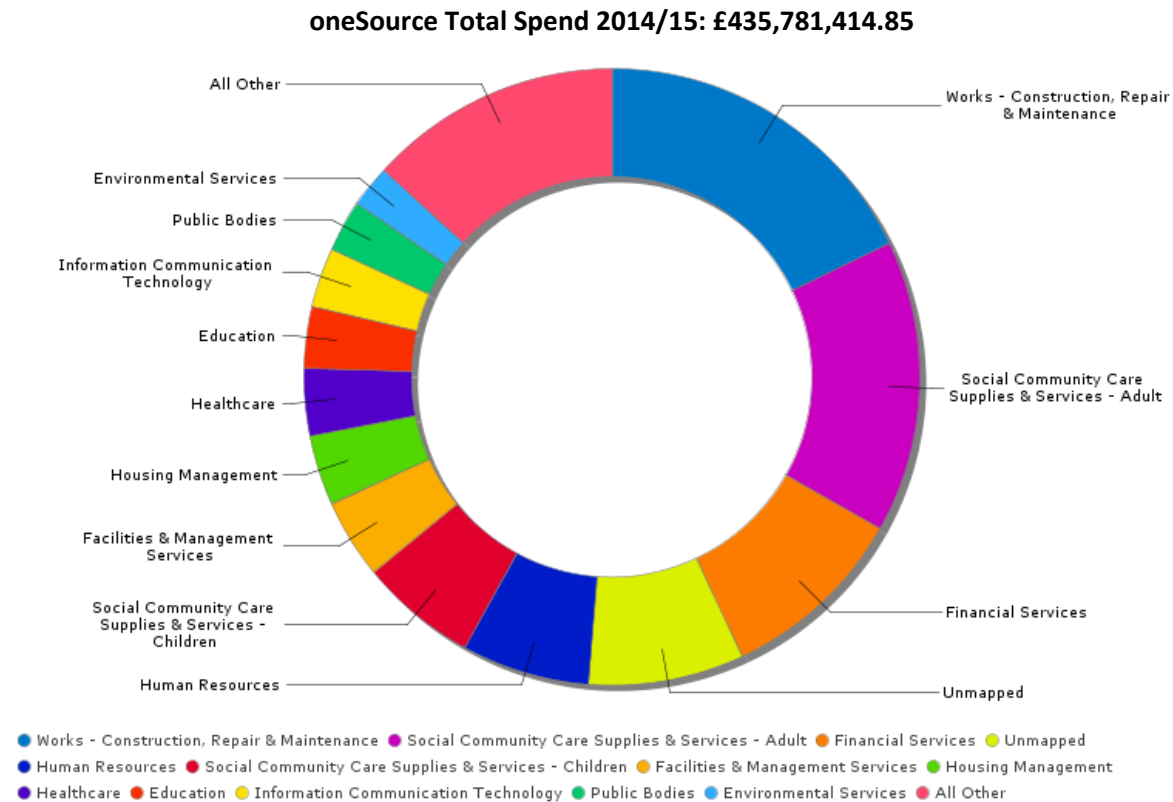
It will enable procurement teams to:

- Better understand wants and needs of the service areas and aligning these with council aims
- Develop a deeper understanding of suppliers and supply markets by category
- Creating and delivering forward category sourcing plans that align to council priorities and forward plans

- Ensure effective cross-functional and collaborative team working

5.2 Category by spend under oneSource

(Bravo Solutions data, 2014/15 spend analysis)



5.3 Procurement Governance

In October 2015 the pilot of a Checkpoint process was approved by CMT/CLT, to run for a 12 month period as part of the procurement governance process. Inclusion in the pilot is optional, but will be encouraged for all procurements of goods and services over the EU threshold (£164,176) and for works with a value of over £500,000.

The aim of Checkpoint is to ensure that service areas are aware of procurement processes at the inception stage of a procurement plan. This helps ensure compliance with procurement procedures throughout the process and puts the council in a stronger position to deliver value for money as officers are helped to evaluate all the options for service delivery.

Checkpoint 1 – Business Justification and Contracting Strategy

This is considered at the Business Case part of the Procurement Cycle.

Checkpoint 2 – Contract Award and Implementation

This is at the Award stage of the Procurement Cycle

Checkpoint 3 – Post Implementation

This is at the Contract Management stage of the process.

The SPU's category and forward plans enable the council to identify all its contracted commitments and are used to inform the Leader and Members of future expenditure and the opportunities to review this ahead of the Governance process.

Whilst the Checkpoint panel will consider all procurements above EU threshold for goods and services and above £500,000 for works, the Corporate Management Team (CMT) act as a pre-procurement gateway, reviewing all procurements over £500,000 and any procurement about which the Checkpoint panel has raised concerns.

Both the Checkpoint Panel and CMT are cross-directorate to ensure a wide range of knowledge is around the table. The Checkpoint Panel is chaired by the Head of Procurement and CMT by the Chief Executive. All procurements over £500,000 or that are regarded as a key decision also go through governance proceedings at the initiation point of a tender and at award stage.

5.4 Making use of up to date technology

The SPU currently use the following systems to ensure that all the council's procurement activity is recorded and provides value for money:

- Bravo Solutions - capitalEsourcing
- Bravo Solutions – E Auctioning
- Bravo Solutions – Spend Analysis
- SProc.net –Dynamic Purchasing System
- OneOracle – Finance, iProcurement

Bravo Solutions capitalEsourcing System

From April 2015 all procurements over £25,000 are managed through capitalEsourcing. This system brings a number of benefits including greater transparency and reduced costs of administering procurements. One of the main advantages of using electronic tendering and procurement systems is the ability to speed up procurement and make use of shortened mandatory timescales. Moreover, the Public Contracts Regulations 2015 introduced a requirement for all contracting authorities to change from paper-based to e-procurement by October 2018. By adopting e-tendering and procurement in advance of that change, the council has put itself in the best position to ensure full compliance.

The system provides control and visibility of the full life-cycle of contracts, from tendering through to contract management and supplier performance appraisals. It supports upstream procurement activities such as identifying suitable suppliers, finding savings opportunities, quantifying and reducing supply risk, negotiating and managing contracts, tracking ongoing supplier and category-level performance and monitoring the overall success of the procurement function.

Additional benefits will be realised from close working with the Tri-Borough Councils who also use the Bravo Capital E Sourcing System, enabling the council to share best practice, support and lessons learnt with the Tri Borough Councils.

E-auction portal

An e-auction portal is also used to drive further cost reductions, allowing for dynamic negotiating on price as suppliers bid to improve their position relative to other suppliers. E-auctions do not compromise on quality thresholds achieved during the tender stage and therefore the final awarded supplier is awarded based on the quality standards specified from the outset.

One Oracle

The One Oracle programme is working towards establishing a shared service between Newham and Havering Councils under oneSource. Six other London Boroughs have adopted a common ERP (Enterprise Resource Planning) system for finance/procurement transactional processing and HR transactional processing services which maximises benefits using Oracle E-Business Suite Release 12.

Havering was a founding borough of the One Oracle programme and has been prominent in bringing on new boroughs such as Newham to improve the economies of scale of the programme.

The programme will deliver cost and efficiency savings, achieved through centralised back-office functions using a single integrated system. The new system also has improved functionality, providing a joined-up view of information, reporting and aligning and adopting standardised processes. For SPU, better procurement categorisation will be captured against spend for forward planning and category management. Contracting strategies will be formulated based on versatile reporting from the single integrated One Oracle system.

Dynamic Purchasing System (DPS)

We have implemented a Dynamic Purchasing System in the borough. This is an electronic system for setting up and maintaining a list of providers from whom the Council can purchase works, goods and services as and when required. The advantage of a DPS is that it is open throughout its duration for the admission of any provider which satisfies the selection criteria and submits an indicative tender which complies with the service specification, encouraging engagement with new suppliers and SMEs at any time.

Dynamic Purchasing Systems were introduced by the Public Sector Contracts Regulations 2006 and are further developed in Directive 2014/24/EU of which was transposed into UK law through the Public Contracts Regulations 2015.

5.5 Electronic Payment Methods

As well as making use of technology to record procurement activity, there is a general channel shift in the way that we spend the Council's money, moving away from traditional manual payments and invoices towards a suite of electronic payment methods. Working with Exchequer and Transactional Services, the SPU will continue to drive progress in this area and will use its position to embed the use of electronic payment methods as standard across all contracts.

5.6 Collaborative working and partnerships

In addition to working within a shared service under oneSource, the council continues to drive collaborative working across London. The SPU works with the wider public sector, facilitating and leading forums and partnership working such as the Contracts Register User Group and Procurement Across London (PAL). These help drive savings and efficiencies through London-wide procurements with a joint approach, and sharing knowledge and best practice

6.0 STRATEGIC PROCUREMENT VISION, AIMS AND OBJECTIVES

6.1 Procurement Vision

Our overriding aim in setting this strategy is to get "more value from every pound spent", be that in cashable returns or better outcomes from our procurement spend. The £120m we spend in Havering each year supports and helps to deliver the council's vision, puts residents first and is commercially focused. Achieving ways in which we can drive down costs must be a key outcome from our procurement activity. We will ensure that all contracts awarded achieve the best possible value for money without compromising on quality or innovation.

We will ensure that all contracts are procured through effective and efficient procurement practice, are tailored to the requirements of the people who use the service and fully comply with national and EU legislation.

There are four key strategic aims to the council's Procurement Vision.

6.2 STRATEGIC AIM 1: Value for Money

Every penny spent on supplies, services or works for the community must deliver the best possible value. We need to continually make sure that the money we spend is put to the best possible use, whether that is achieved by better management of our existing contracts or by more commercially-lead decisions on proposed procurements. Improved procurement processes will not only help the council meet its ambitious procurement savings target but will also ensure the correct procedures are in place to achieve its required outcomes.

Value for money does not simply mean procuring goods and services at the cheapest rate available, but securing the 'most economically advantageous tender' – that which delivers good quality outcomes at the most reasonable price.

Supplier Review

A large proportion of our contracts were negotiated and agreed before the current economic difficulties and budget constraints. This means that we will be reviewing arrangements to test if they are still appropriate and continue to be affordable. This will ensure that money is being spent wisely and investment is being made in those services that the Council agree is the highest priority. Where the opportunities exist, we will work with other like-minded local authorities and partnerships to get the benefits resulting from increased purchasing power and influence.

Consolidation of suppliers

An exercise will be carried out to see if we can reduce the number of suppliers we deal with. This will enable us to provide a smaller number of suppliers with more volume and scale to obtain better prices and greater value for money, and will cost less to manage. However, whilst this should deliver greater economies and efficiencies, we are mindful of the tension this may create with the commitment to develop and increase local enterprise solutions to our supply needs.

Collaboration and leveraging scale

Havering is a member of East London Solutions, a group of 6 London Boroughs working together to establish collaborative efficiencies. We are also increasingly working with PAL to contract with London-wide agreements. By working together and looking at where there are "common" suppliers or needs for future supply we can ensure that we are getting the best deal and also leveraging the larger volume to get even better prices through increased purchasing power.

Governance

Improved category management will allow us to conduct sourcing initiatives by service area and better forward plan. A team of procurement professionals with expertise and knowledge around their specific sourcing category will ensure procurement plans continually capture the intended cost savings. We also have in place Checkpoint processes to ensure savings are realised and procurements are run correctly.

Structure and Systems

We are ensuring best value and good practice through using up-to-date procurement technology such as e-auctions and Dynamic Purchasing Systems. We will maximise use of electronic systems through implementing an electronic purchase to pay system, publishing payments made online and improving accessibility to our electronic tendering system to ensure it operates as an effective contract management tool as well as a procurement system.

Contract Management

A key part of the change towards delivering better value for money is to make sure that the council reaps the full benefit of goods and services that it has procured from third parties. This includes better monitoring and management of performance (including the delivery of community benefits) and, where performance is not being achieved, action and improvement plans will be put in place. Where suppliers do not improve, contracts will be re-tendered or prices adjusted as necessary. We will have a clear, commercially-led framework for contract management to assist those managing contracts on a day to day basis.

For these reasons a contract management strategy is being developed, to be read in conjunction with this procurement strategy, to make sure that, once awarded, contracts continue to deliver value for money and high-quality outcomes.

6.3 STRATEGIC AIM 2 - Economic Sustainability

Havering's existing small and medium enterprises can make significant contributions to community prosperity. The purchasing power of the council gives it a unique opportunity to support SMEs within the borough. Helping local businesses to compete for and win contracts to deliver goods and services to the council means that economic activity is kept within the community and also provides local SMEs with a wider market for their goods and services.

To further support the growth of this sector we will create a level playing field so local enterprises can compete on an equal footing when tendering (or quoting) for opportunities with the Council. In this way we will be better placed to meet the objectives of the Council's Economic Development Strategy and to build the capacity of the local employment, business and voluntary sectors to deliver more of the Council's supply needs and those of other organisations, both inside and outside the Borough.

The following principles will drive our future decisions on how to scope our procurements and how we will award contracts that support and maintain the local area and deliver economic benefits relevant to the procurement in hand. How we can deliver sustainability will vary dependant on the type of procurement and may change over time. We do not want to stifle innovation in this area, but as a minimum we will look for relevant contracts to deliver:

Stimulation/Creation of Supplier Base

Where appropriate, our procurements will be packaged to encourage expressions of interest from SME businesses and the third sector. We will also use the "small lots exemption" where the value, scope of work or geographical area of delivery allows us to, and provided that lots will deliver value for money.

Where services, suppliers, or works are not within the full EU regime, either because they are light touch regimes or below the threshold, we will explore how they can be packaged to encourage SMEs to tender, whilst at the same time ensuring transparency and value for money.

The introduction of Contracts Finder requires the council to advertise contract opportunities and awards above £25,000 on Contracts Finder. This will encourage engagement with SMEs and local suppliers and ensure transparency.

Energy Efficiency and Sustainability

Tender evaluation frameworks will place a greater emphasis on financial assessment, using whole-life cost methodology that results in whole-life value with clear links to community priorities. The

energy efficiency of products will be a fundamental criteria in evaluation. The council will use procurement opportunities to protect and improve the local environment and reduce the negative effect of the environment of the products and services that we use. The council faces various environmental risks and challenges and will use its procurement of goods, services and works to ensure reduced energy consumption and to create a cleaner, greener borough.

Equalities and Diversity

We will ensure our contractors understand and embrace the council's commitment to equality and celebration of diversity by requiring them to provide relevant method statements on how they will fulfil their statutory obligations and, where appropriate, agree key performance indicators so we can monitor their performance.

7.4 STRATEGIC AIM 3 - Community Benefit

The Council takes its responsibility to the economic, social and environmental well-being of the area very seriously and seeks the maximum community benefit throughout the procurement process. We also recognise that there will be occasions when we will have to work with our contractors to help them deliver the outcomes that we expect.

We will maximise the delivery of legally-binding community benefits from our procurements, using contracts to deliver the best possible economic, social and health benefits for the borough. Obtaining these will require the council to take a more commercial and holistic approach to future procurements. Community benefits must be identified at the pre-procurement stage, with the minimum requirements accepted and priced for relevant tenders, key performance indicators requiring contractors to deliver their offer must be agreed and contractors obligated to report their performance against these.

Community benefits will be delivered and measured in a number of different ways:

Contract Opportunities

By incorporating specific economic benefits into our long term partnering arrangements we will enable supply chain opportunities to be maximised. Where appropriate and lawful, we will shape our demand for contractors in ways that support delivery by local enterprises.

Concessions

Where the council proposes to let a services contract as a concession then such arrangements would not be subject to the detailed EU procurement rules if let as a service concession. Such service concessions are subject to the usual rules under EU legislation in relation to prohibition of discrimination on grounds of nationality, free movement of goods, the freedom of establishment, and the freedom to provide services. However this approach offers more freedom with regard to some services and the council will consider the applicability of such arrangements when letting certain services that may be suited to smaller enterprises.

Creating Job Opportunities

We know we need to work hard with our contractors to establish the right mechanisms for ensuring contractors have access to local people looking for employment, training or apprenticeship opportunities. We must also develop appropriately skilled local employment and enterprise markets.

Creating a workforce

We need to ensure that we create opportunities through skill development and apprenticeship schemes. As well as asking bidders for pricing information to enable a Value for Money assessment

to be made on the provision of the benefit, the council may also, in relevant areas, specify for the provision of extra apprenticeships/traineeships in addition to the base specification to be drawn down by the Authority. We will work with our major contractors through formal contractual mechanisms to identify where we may establish a supply chain which can support the creation of job and training opportunities.

Community Engagement

Havering residents have told us that their top priority is reducing crime and antisocial behaviour, followed by maintaining roads and pavements. Other areas which matter to local people are keeping the borough clean, supporting local businesses and reducing traffic congestion. We need to harness our community engagement and use community events to engage with local residents about proposals in their area and reflect their priorities in future contracts. Wherever possible we will seek to identify sought-after community benefits by consulting with local Councillors in that community in the procurement process.

6.5 STRATEGIC AIM 4- Innovation and Partners

Havering welcomes innovative solutions to meet its service enhancement and delivery challenges. We recognise that joint working through partnerships, in the right circumstances, can deliver efficient, cost effective, risk sharing solutions, and new and better models of service delivery.

We know that there will be a growing need to identify ways of making significant savings and this will mean looking at innovative ways of working and creating collaborative arrangements and partnerships where this will deliver those savings. This will mean:

Integration of Shared Services with the London Borough of Newham under oneSource

oneSource provides shared back office support services for local government and other public services – helping make significant savings and work more efficiently as a single procurement unit. This innovative entity has already led to savings of £5.4m in the last financial year and continues to be at the forefront of efficient public sector procurement.

Using regional London-wide procurement alliances

We are a leading member of Procurement Across London (PAL) which comprises 32 boroughs and over 50 London-based national bodies and universities. This allows us to purchase a wide range of common products such as stationery, cleaning materials and furniture from frameworks available through PAL. We also make use of other sub-regional alliances of boroughs and continue to collaborate with other London boroughs to identify opportunities for cross-London collaboration and joint procurement and will continue to do so.

East London Solutions is a grouping of the 6 North East London Boroughs, looking at a range of activities for shared services including Procurement. Where appropriate the council will continue to work with ELS to realise the savings that collaborative procurement can bring.

Use of Cabinet Office and other established Frameworks

We will explore whether Government Frameworks or others such as those that can be accessed through Regional Improvement Efficiency Partnerships, the Homes & Communities Agency Buying Solutions etc., provide an appropriate route for our future procurements. Where we call off third parties' contracts we will ensure we are not paying more than we would as an isolated tender. The council has already started to make good use of available frameworks which will not only bring reduce the costs of contracts but also allow for a faster and lower cost procurement process.

In-house versus external providers

We must continue to deliver best value in our service provision by challenging whether internal or external providers better meet the Council's needs. Both in-house and external providers and contractors need to demonstrate value for money. Where there is a comparable external market capable of delivering services currently provided in-house, the in-house provision must be rigorously and regularly "market tested" to demonstrate it still provides the best value for money. However, for as long as in-house provision is proved to be better value for money, all our relevant service requirements must be channelled through that provider.

This page is intentionally left blank

COUNCIL, 13 JULY 2016

REPORT OF THE GOVERNANCE COMMITTEE

AMENDMENTS TO MEMBERSHIP OF HEALTH AND WELLBEING BOARD AND ASSOCIATED CHANGES TO THE COUNCIL'S CONSTITUTION

At its meeting on 29 June 2016 the Governance Committee considered a report (attached) which sought to make some minor changes to the Constitution to reflect the revised membership of the Health and Wellbeing Board following a recent revision of the Board's terms of reference. This included the addition to the Board of representatives from the Barking, Havering and Redbridge University Hospitals' NHS Trust and the North East London NHS Foundation Trust.

The Governance Committee accordingly recommends to Council that:

1. The section of the table in the Appendix to Article 12 of the Constitution dealing with the Number of Members and any special requirements for the Health and wellbeing Board be amended to read as follows:

Four Councillors
Four Council Officers (Chief Executive, Director of Public Health, Director, Adult Services and Director, Children's Services)
Four representatives of Havering Clinical Commissioning Group
One member from Barking, Havering and Redbridge University Hospitals' NHS Trust (BHRUT)
One member from North East London NHS Foundation Trust (NELFT)
One member from NHS England
One member from Healthwatch Havering

2. Paragraph 16 (a) of the Committee Procedure Rules of the Constitution be amended to read as follows:

Quorum for Board meetings shall be nine members.

This page is intentionally left blank



GOVERNANCE COMMITTEE

29 June 2016

Subject Heading:

Amendments to Membership of Health and Wellbeing Board and associated changes to the Council's Constitution

CMT Lead:

Daniel Fenwick, Director of Legal and Governance

Daniel.fenwick@onesource.co.uk

01708 432714

Report Author and contact details:

Anthony Clements, Principal Committee Officer, 01708 433065

Anthony.clements@onesource.co.uk

Policy context:

The Monitoring Officer is authorised to propose changes to the Constitution as from time to time seem appropriate

Financial summary:

No financial implications.

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

☐
☒
☐

SUMMARY

The report proposes some minor changes to the Constitution to reflect the revised membership of the Health and Wellbeing Board following a recent revision of the Board's terms of reference.

RECOMMENDATIONS

That the Committee **recommends to Council** that:

1. The section of the table in the Appendix to Article 12 of the Constitution dealing with the Number of Members and any special requirements for the Health and wellbeing Board be amended to read as follows:

Four Councillors
Four Council Officers (Chief Executive, Director of Public Health,
Director, Adult Services and Director, Children's Services)
Four representatives of Havering Clinical Commissioning Group
One member from Barking, Havering and Redbridge University
Hospitals' NHS Trust (BHRUT)
One member from North East London NHS Foundation Trust
(NELFT)
One member from NHS England
One member from Healthwatch Havering

2. Paragraph 16 (a) of the Committee Procedure Rules of the Constitution be amended to read as follows:

Quorum for Board meetings shall be nine members.

REPORT DETAIL

The Health and Wellbeing Board has recently undertaken a review of its terms of reference. The review, led by the Acting Director of Public Health, concluded that it would be beneficial to now include on the Board one representative from each of Barking, Havering and Redbridge University Hospitals' Trust and North East London NHS Foundation Trust. This would considerably assist the Board's work by allowing direct input to discussions from providers as well as commissioners. Given the amended and increased proposed membership of the Board, it is also recommended that the quorum figure for the Board be adjusted accordingly. This report therefore seeks approval from the Committee to recommend to Council that the appropriate changes are made to the Constitution.

Reasons for the proposed changes:

The proposed amendments to the Constitution will enable the changes to membership of the Health and Wellbeing Board suggested by the recent review of the Board's terms of reference.

Other options considered:

Not amending the Constitution as outlined above would mean it would not be possible to have formal representation from providers on the Health and Wellbeing Board and would be contrary recent changes agreed by the Board to its terms of reference.

IMPLICATIONS AND RISKS

Financial implications and risks:

There will be no financial implications for the Council of the proposed additional membership of the Health and Wellbeing Board.

Legal implications and risks:

The report proposes some minor changes to the Constitution that reflect a proposed change in membership of the Health and Wellbeing Board.

The Health and Social Care Act 2012 provides for the membership of the Board and includes the provision that it can include “such other persons, or representatives of such other persons, as the local authority thinks appropriate.”

Accordingly there is minimal legal risk in adopting these proposals.

Human Resources implications and risks:

There are no direct HR implications, or risks to the Council or its workforce, that can be identified from the contents of this report or the recommendation made.

Equalities implications and risks:

None although the proposed revised membership of the Health and Wellbeing Board is hoped to have a positive impact on health and social care services for all Havering residents.

BACKGROUND PAPERS

None.

This page is intentionally left blank



COUNCIL, 13TH JULY 2016

REPORT OF THE CHIEF EXECUTIVE

SUBJECT: SENIOR MANAGEMENT RESTRUCTURE

SUMMARY

Background

The Council's Senior Management structure was last reviewed in October 2014. This resulted in a structure consisting of the Chief Executive, two Deputy Chief Executives along with the shared roles of MD of oneSource and Director of Public Health supported by 18 Heads of Service. Several factors have come together to necessitate a further reconsideration by the Chief Executive of the senior management structure as the Council is entering an unprecedented period of financial challenge along with new working relationships with both Health and Schools.

This report also addresses the appointment of the new Monitoring Officer.

RECOMMENDATIONS

For the reasons as set out in the report, Council is recommended to:

1. Appoint Kathryn Robinson, Deputy Director for Legal & Governance, as the Monitoring Officer for the London Borough of Havering.
2. Note the change to the senior management structure for the Council as shown in Appendix A.
3. Delegate to the Monitoring Officer the power to make the necessary changes to the Constitution arising from this report.

REPORT DETAIL

The Council's Senior Management structure was last reviewed in October 2014. This resulted in a structure consisting of the Chief Executive, two Deputy Chief Executives along with the Shared roles of MD of oneSource and Director of Public Health supported by 18 Heads of Service as follows:

Deputy Chief Executive Communities and Resources (Section 151):

- Street Care
- Culture & Leisure
- Economic Development
- Regulatory Services
- Policy and Performance
- Communications
- Customer Services

Deputy Chief Executive Children's, Adults and Housing:

- Adult Social Care
- Children's Services
- Housing
- Learning and Achievement

Managing Director oneSource (Joint):

- Finance
- HR
- ICT
- Asset Management
- Business Services
- Legal and Governance
- Exchequer and Transactional Services

Director of Public Health (Joint)

Several factors have come together to necessitate a further reconsideration of the senior management structure.

The Deputy Chief Executive role, Children's, Adults and Housing services has been covered by an interim since August 2015, following the departure of the permanent post holder. The Council has undertaken several unsuccessful attempts to recruit to the post on a permanent basis and a decision was made to review the situation once the new Chief Executive was appointed and in post.

The recent Public Realm restructure has rationalised the number of Head of Service roles and separately brought together responsibility for both enforcement and public realm under the Head of Environment (currently vacant).

The new Chief Executive has now decided on a new structure to ensure the Council has the right capacity for the future challenges.

Overall Considerations:

The Council is entering an unprecedented period of financial challenge along with new working relationships with both Health and Schools, and changes to the way Local Authorities are funded, so the Chief Executive has had to weigh up a conflicting set of considerations when deciding this revised structure.

This is a challenging time for the Council with a large number of agendas to deliver on, so additional strategic capacity is required to support this, however it is also true that whilst this is going on the basis on how local authorities are funded is changing to retained Business Rates which will cause additional work in the short term, but our funding is reducing significantly, so over time the Council's structure will need to be sustainable and affordable.

The new structure

This structure would include the deletion of both the vacant Deputy Chief Executives posts, the permanent creation of two new director roles and the permanent enhancement of two other existing roles to create a four director structure, alongside the two shared roles (MD of oneSource and Director of Public Health). These roles will be as follows and a structure chart can be seen at appendix A.

- Chief Operating Officer
- Director of Neighbourhoods
- Director of Adults and Health
- Director of Children's Services

Advantages:

- Creates strategic capacity
- Current interims can immediately cover vacant roles
- Cost neutral
- Both Deputy Chief Executive roles are vacant

Disadvantages:

- Recruitment time lag for two new roles

Director Titles and scope of Roles:

Chief Operating Officer (Section 151 Officer)

This role will be the lead for the Councils Strategy, setting the direction, implementing, commissioning, monitoring, and reporting the outcomes, including customer access channels. This will support the Councils demand management strategy, resident's ability to engage electronically, the transparency agenda and customer engagement. So includes the following service areas:

- Policy and Performance
- Culture and Customer Access
- Transformation
- Section 151
- Communications

- Public Health and Commissioning

Director of Neighbourhoods

This will bring together all the services that shape the physical nature of the borough, from travel and building planning, through developer engagement and regeneration, and physically delivery of clear and safe public realm and housing provision in the borough. It will also have responsibility for social housing delivery. So includes the following service areas:

- Housing
- Environment
- Regulatory Services
- Economic Development

Director of Adults and Health

In addition to the statutory responsibility for service delivery for adult social care, this role will also be responsible for the strategic element that used to sit with the Deputy Chief Executive for Children's, Adults and Housing, and have the lead for partnerships with Health including the Accountable Care Organisation. This role includes the following service areas:

- Older people
- Learning Disability
- Physical Disability
- Mental Health
- Personalisation of Adult Social Care
- Prevention and reablement
- Safeguarding Adults
- Health Partnership
- Accountable Care Organisation

Director of Children's Services

In addition to the statutory responsibility for service delivery for Children's services, this role will also be responsible for the strategic element that used to sit with the Deputy Chief Executive for Children's, Adults and Housing. It will become the focal point for all Children's service, including the new relationship we will have with schools as they become academies. This role includes the following service areas:

- Child protection
- Fostering and Adoption
- Youth Offending Service
- Early Help and Children's Centres
- Troubled families
- Principal Social Worker
- Looked after Children
- Learning and Achievement

Financial Implications and Risks

The financial implications of these proposed changes to the management structure are net nil:

Loss of roles as show in previous section	£520,000
Creation of four new director roles as in previous section	£520,000
Total changes	£0

There may be some potential further savings as services beneath these roles are brought together including from support office functions.

Human Resources Implication and Risks

The consultation and subsequent implementation will be managed in accordance with the National Chief Officer Terms and Conditions of Service and will be guided by the Council's Managing Organisational Change & Redundancy Policy and associated guidance. Any posts requiring interviews will be heard by the Appointments Sub Committee. Efforts will be made to identify suitable redeployment opportunities for any staff not assimilated.

Any further changes needed at either Head of Service or support staff levels will be managed in line with delegated powers and statutory consultation will take place with relevant staff as required, following the Councils normal processes.

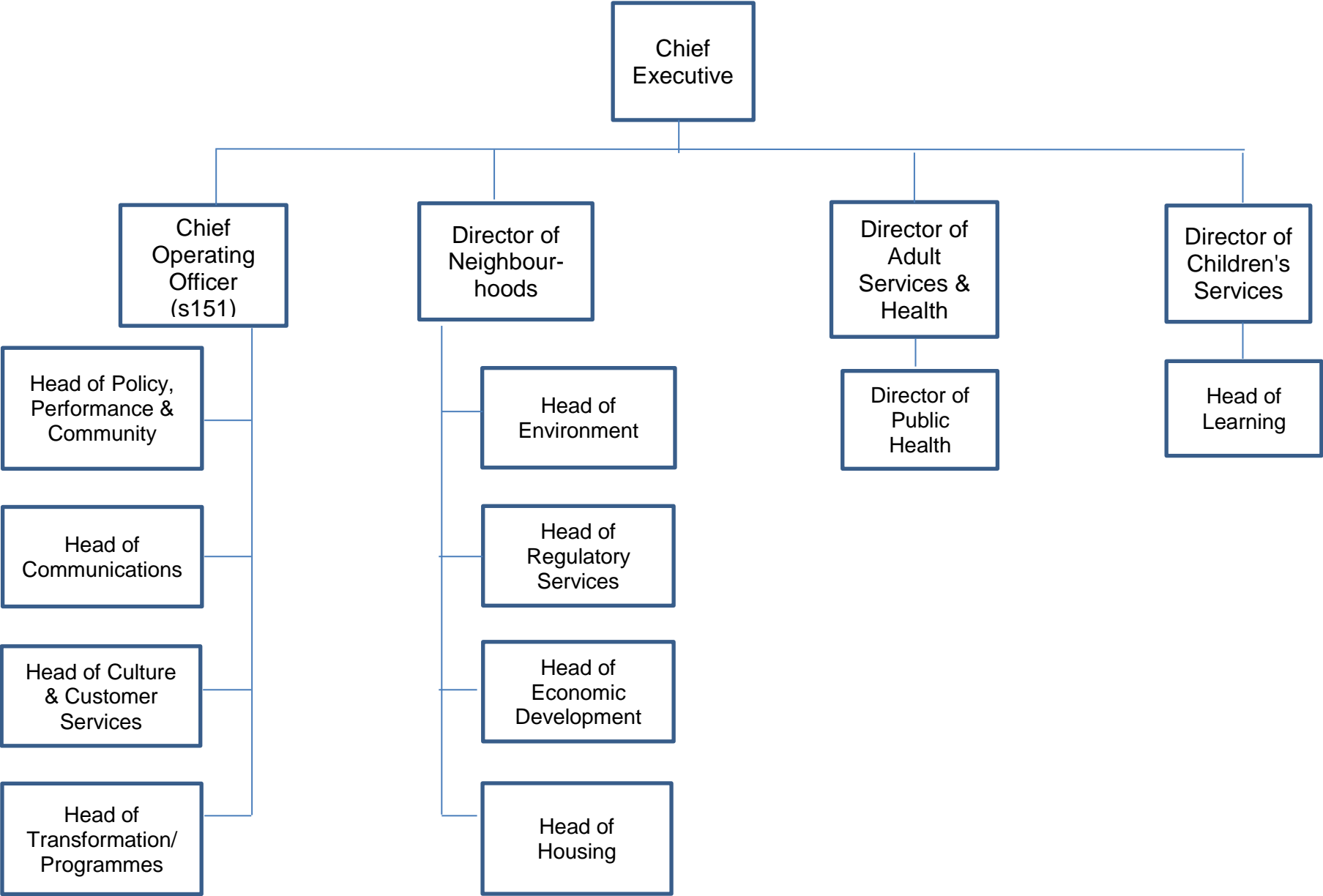
Legal Implications and Risks

The Chief Executive has the power under Article 8 of the Council's Constitution to determine the overall departmental structure of the Council. The changes to the management structure will need to be reflected in the Council's Constitution.

Under Section 5 of the Local Government and Housing Act 1989, the Council is required to designate a Monitoring Officer. Members are advised that the Monitoring Officer may appoint a deputy and this will be Daniel Fenwick, Director of Legal & Governance.

Background paper List

None



This page is intentionally left blank

COUNCIL, 13 JULY 2016

REPORT OF THE CHIEF EXECUTIVE

**SUBJECT: OVERVIEW AND SCRUTINY RULES – EXCEPTIONS TO
THE CALL-IN (REQUISITION) PROCEDURE**

SUMMARY

Under paragraph 18e of the Overview and Scrutiny Procedure Rules, the Leader of the Council is required to submit reports to Council on decisions taken by himself, Cabinet or individual Cabinet members, or key decision made by a member of staff in the circumstances set out in Rule 18 (exemption to the call-in (requisition) procedure) in the preceding three months.

This report deals with 2 such decisions:

- 1) The acquisition of property 35 Briar Road Leasehold flat for vacant possession to enable site assembly for the proposed Briar Road development scheme
- 2) The acquisition of property 23 Briar Road Leasehold flat for vacant possession to enable site assembly for the proposed Briar Road development scheme

RECOMMENDATIONS

That the report be noted.

REPORT DETAIL

- 1 Rule 18 of the Overview and Scrutiny Committee Procedure Rules provides that:
 - (a) The call-in procedure shall not apply where a decision being taken by Cabinet or an individual Cabinet member, or a key decision made by a member of staff is urgent. A decision will be urgent if any delay likely to be caused by the call-in process would seriously prejudice the Council's or the public interests. The record of the decision and notice by which it is made shall state whether in the opinion of the decision making person or body, the decision is an urgent one, and therefore not subject to call-in.**
 - (b) The decision making person or body can only take an urgent decision under (a) above and avoid the call-in procedures after obtaining agreement from the Chairman of the Board that the decision be treated as urgent.**
- 2 On behalf of Cabinet, Isobel Cattermole, Interim Deputy Chief Executive Children, Adults & Housing, sought agreement from the Chairman of the Board to exempt from call-in a key decision by the Leader of the Council and the Cabinet Member for Housing concerning the acquisition of 35 Briar Road Leasehold flat for vacant possession to enable site assembly for the proposed Briar Road development scheme.
 - 2.1 The Chairman of the Overview & Scrutiny Board, Councillor Gillian Ford, gave her agreement to the exemption from call-in for the following reason:
 - 2.2 The critical date for completion of the purchase was Friday 27th May, of which other third parties were reliant upon. Delay would significantly affect the situation of parties under legal contract with the Council and cause potential financial issues for all parties involved.
3. On behalf of Cabinet, Isobel Cattermole, Interim Deputy Chief Executive Children, Adults & Housing, sought agreement from the Chairman of the Board to exempt from call-in a key decision by the Leader of the Council and the Cabinet Member for Housing concerning the acquisition of 23 Briar Road Leasehold flat for vacant possession to enable site assembly for the proposed Briar Road development scheme

- 3.1 The Chairman of the Overview & Scrutiny Board, Councillor Gillian Ford, gave her agreement to the exemption from call-in for the following reason:
- 3.2 The critical date for completion of the purchase was Friday 27th May, of which other third parties were reliant upon. Delay would significantly affect the situation of parties under legal contract with the Council and cause potential financial issues for all parties involved.

Financial Implications and Risks:

While there were financial implications around the decisions described in this report, there are none directly associated with this report.

Legal Implications and Risks:

There are no immediate legal implications directly associated with this report.

Human Resource Implications and Risks:

There are none directly associated with this report.

Equalities and Social Inclusion Implications and Risks:

There are none directly associated with this report.

Staff Contact:	Andrew Beesley
Designation	Committee Administration & (Interim) Member Services Manager
Telephone No:	01708 432437
Email:	andrew.beesley@onesource.co.uk

Background paper List

1. Key decisions by the Cabinet Member for Housing concerning the acquisitions of 23 and 35 Briar Road Leasehold flats for vacant possession to enable site assembly for the proposed Briar Road development scheme, dated 25 May 2016.

This page is intentionally left blank



**ANNUAL REPORTS OF COMMITTEES
and MEMBER CHAMPIONS**

CONTENTS

AUDIT COMMITTEE

PENSIONS COMMITTEE

STANDING ADVISORY COMMITTEE ON RELIGIOUS EDUCATION

OVERVIEW AND SCRUTINY BOARD

CHILDREN & LEARNING OVERVIEW & SCRUTINY SUB-COMMITTEE

CRIME & DISORDER SUB- COMMITTEE

ENVIRONMENT OVERVIEW & SCRUTINY SUB-COMMITTEE

HEALTH OVERVIEW & SCRUTINY SUB-COMMITTEE

INDIVIDUALS OVERVIEW & SCRUTINY SUB-COMMITTEE

TOWNS & COMMUNITIES OVERVIEW & SCRUTINY SUB-COMMITTEE

MEMBER CHAMPION FOR THE ARMED FORCES

MEMBER CHAMPION FOR EQUALITIES AND DIVERSITY

MEMBER CHAMPION FOR THE HISTORIC ENVIRONMENT

MEMBER CHAMPION FOR THE OVER 50'S

MEMBER CHAMPION FOR THE VOLUNTARY SECTOR COMPACT

MEMBER CHAMPION FOR YOUNGER PERSONS

**ANNUAL REPORT OF
THE AUDIT COMMITTEE**



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

APRIL 2016

1. Introduction

1.1 This report covers the period April 2015 to March 2016 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 April 2016)

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

Internal Auditors: oneSource

External Auditors: Ernst & Young (EY)
Previously PricewaterhouseCoopers (PwC)

4. Audit Committee coverage

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

4.2 Regular Work

The Committee has regularly reviewed:

- Progress against the audit plan and performance;
- Key findings/issues arising from each audit undertaken;
- Progress against implementation of the recommendations;
- 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 in 2016/17 as part of the oneSource service integration and joining of the third partner.

6. Work to ensure effectiveness of Committee

6.1 The Committee has received dedicated training and awareness sessions on, the Statement of Accounts, Treasury Management and the Role of the Audit Committee and actions from the 2014/5 review of effectiveness. 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 Audit and Accounts Regulations 2015.
- 7.4 The Committee will focus on the Risk Management arrangements agreed in the revised Risk Management Policy and Strategy at the March 2015 Committee.
- 7.5 Fraud prevention and detection will continue to be high on the Audit Committees agenda going forward.
- 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.

APPENDIX A

AUDIT COMMITTEE AGENDA ITEMS - FROM APRIL 2015 TO DATE

June 2015

- Closure of Accounts Timetable 2014/15
- Fraud Progress Report
- Internal Audit Progress Report
- Payments to Contractors (Road and Pavement Defects) 2014/15
- Outstanding Audit Recommendations
- Annual Governance Statement
- Annual Audit report
- Training Plan for Audit Committee
- Forward Plan of the Audit Committee
- Audit Plan for 2015/16
- Anti-Fraud and Corruption Strategy
- Urgent Business

September 2015

- Approval of Annual Statement of Accounts 2014/15
- Report to those charged with Governance
- Response to Auditors' Report to those charged with Governance
- Head of Internal Audit Quarter 1 Progress Report
- Update Corporate Risk Register
- Anti-Fraud and Corruption Strategy
- Annual Governance Statement
- Urgent Business

December 2015

- Annual Audit Letter 2014/15
- Internal Audit Progress Report – Quarter 2
- Corporate Governance Update
- Risk Management Update
- Urgent Business
- Semi-Annual Treasury Report 2015/16

March 2016

- Closure of Accounts Timetable 2015/16
- Accounting Policies 2015/16
- 2014/15 Audit report of Grant Claims and Returns
- Internal Audit Draft Plan and Strategy
- Combined Internal Audit and Assurance Update Quarter 3
- Update Corporate Risk Register
- Review of Risk Management Policy
- Urgent Business
- Treasury Management Update Quarter 3

APPENDIX B

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					
Waste Contract Management	Substantial	1	1	1	3
Council Tax	Full	0	0	0	0
Housing Benefit	Full	0	0	0	0
Members Allowance Payments	Limited	1	0	0	1
Service Charges	Substantial	2	2	2	6
Manor Green Pupil Referral Unit	Nil	17	11	0	28
Payroll	Substantial	0	0	0	0
Pensions	Substantial	0	0	0	0
Budgetary Control	Substantial	0	0	0	0
Accounts Payable	Substantial	2	0	0	2
Accounts Receivable	Substantial	3	0	0	3
Responsive Maintenance	Substantial	1	6	0	7
ID Smart Cards	Substantial	N/A	N/A	N/A	N/A
Service Manager (Transactional Services)	Limited	2	4	1	7
Tenant Incentive Scheme	Limited	1	6	0	7
Off Site Storage	Limited	3	3	0	6
i-Procurement	Substantial	0	1	0	1

Report	Assurance	Recommendations			
		High	Med	Low	Total
Service Manager - ICT	Substantial	0	2	0	2
Pupil Place Planning	Substantial	0	0	0	0
Follow Up Audit					
Housing Rents	Substantial	N/A	N/A	N/A	N/A
TMO's	Substantial	N/A	N/A	N/A	N/A
Gas Safety (Home Ownership)	Substantial	N/A	N/A	N/A	N/A
Manor Green PRU Follow Up	Nil	N/A	N/A	N/A	N/A
Long Term Sick	Substantial	N/A	N/A	N/A	N/A
Members Allowance Payments	Full	N/A	N/A	N/A	N/A
Computer Audit					
Malware	Substantial	N/A	N/A	N/A	N/A
Release of Software Follow Up	Substantial	N/A	N/A	N/A	N/A
3rd Party Connection	Limited	6	3	0	9
Schools Audit					
Ardleigh Green Infant School	Full	0	1	3	4
Ardleigh Green Junior School	Substantial	1	4	4	9
Corbets Tey School	Full	0	0	1	1
Crowlands Primary School	Substantial	0	2	2	4
Elm Park Primary School	Substantial	2	2	1	5
Hilldene Primary School	Substantial	0	5	1	6
Hylands Primary School	Substantial	2	7	1	10
La Salette RC Primary School	Substantial	0	3	2	5
Nelmes Primary School	Substantial	1	6	6	13
Parklands Infants School	Substantial	0	3	3	6
Rainham Village Primary	Full	0	2	6	8
Scargill Junior School	Substantial	1	4	3	8
Scotts Primary School	Substantial	1	0	4	5
St Josephs RC Primary School	Substantial	2	6	4	12
St Peters RC Primary School	Full	0	1	3	4
St Ursulas RC Infants School	Substantial	0	6	5	11
Suttons Primary School	Substantial	1	2	1	4
The James Oglethorpe Primary School	Substantial	2	2	5	9
The RJ Mitchell Primary School	Substantial	1	3	2	6
Whybridge Infant School	Substantial	0	5	2	7

APPENDIX C

AUDIT COMMITTEE MEMBERS TRAINING / AWARENESS

Timescale	Session	Coverage	Attendance
September	Finance	Statement of Accounts	Cllr Viddy Persuad Cllr Julie Wilkes Cllr Clarence Barrett Cllr Frederick Thompson Cllr Graham Williamson
December	Finance	Treasury Management	Cllr Viddy Persuad Cllr Julie Wilkes Cllr Clarence Barrett Cllr Frederick Thompson
March	Audit	Role of the Audit Committee	Cllr Viddy Persaud Cllr Julie Wilkes Cllr Clarence Barrett Cllr David Johnson Cllr Graham Williamson

APPENDIX D

AUDIT COMMITTEE – FORWARD PLAN / TRAINING

FORWARD PLAN	AGENDA ITEM	PLANNED TRAINING
June 2016	<ul style="list-style-type: none"> • Internal Audit Annual report 2015/16 • Annual Governance Statement 2015/16 • Committee Forward Plan • Member Training Plan • Accounts Closure Update • Treasury Management Annual Report 	Review of Training Needs for Year & Horizon scanning
September 2016	<ul style="list-style-type: none"> • Annual Statement of Accounts • Report to those charged with Governance • Response to Auditors Report to those charged with Governance • Assurance Progress Report • Treasury Management Update Q1 	Accounts
November 2016	<ul style="list-style-type: none"> • Annual Audit Letter • Closure of Accounts Timetable • Assurance Progress Report • Governance Update • Annual Review of Fraud & Corruption • Annual Review of Risk Management • Treasury Management Update Q2 	Fraud Risks
March 2017	<ul style="list-style-type: none"> • 2015/2016 Audit Report of Grant Claims and Returns • External Audit Plan 2016/2017 • Update of Corporate Risk Register • Internal Audit Draft Plan and Strategy. • Internal Audit Charter and Terms of Reference • Assurance Progress Report Q3 • Annual Review of Audit Committee Effectiveness • Treasury Management Update Q3 • Closure of Accounts Timetable 2016/17 • Accounting policies 2016/17 	Procurement
May 2017	<ul style="list-style-type: none"> • Assurance Progress Report Q4 • Treasury Management Update Q4 • Outstanding Audit Recommendations • Annual Report of Audit Committee 	Risk Management

**ANNUAL REPORT OF
THE PENSIONS COMMITTEE**



Havering

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

HAVERING PENSION FUND

**BUSINESS PLAN/REPORT ON THE WORK
OF THE
PENSIONS COMMITTEE
DURING
2015/16**

INTRODUCTION

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

The Business Plan looks forward over the next three years and will be reviewed and updated annually.

This report also covers the period 1st April 2015 to 31 March 2016 and outlines:

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

The financial position of the Havering Pension Fund for 2015/16 is featured as part of the formal Annual Report of the Fund itself and not included here. The Annual Report is prepared later in the year when the pension fund accounts have been finalised.

BACKGROUND TO THE PENSION FUND

The Council is an Administering Authority under the Local Government Pension Scheme Regulations and as such invests employee and employer contributions into a Fund in order to pay pension benefits to scheme members. The Fund is financed by contributions from employees, employers and from profit, interest and dividends from investments.

The Pension Fund has a total of 35 employers, of which the London Borough of Havering is the largest. The other employers in the fund are made up of 27 Scheduled bodies (Academies and Further Education bodies) and 7 Admitted bodies (outsourced contracts).

The Council has delegated the responsibility for investment strategy and performance monitoring to the Pensions Committee.

The Fund's Actuary (Hymans Robertson) 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 valuation prior to this date 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	Estimated Inter - valuation 30 Sept 2014
Total Liabilities	£589m	£752m	£792m
Market Value of Assets	£361m	£461m	£529m
Surplus/(deficit)	(£228m)	(£291m)	(£263m)
Funding Level	61.3%	61.2%	66.8%

The table shows that whilst the 2013 funding level has not changed from 2010 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.

In addition to the Triennial valuation the Fund's Actuary carried out an inter-valuation update. This funding update is provided to illustrate the estimated development of the funding position from 31 March 2013 to 30 September 2014. As the above table shows, as at 30 September 2014, the funding level has increased to 66.8%. This is largely as a result of higher than expected investment returns and an additional cash contribution paid into the Fund by the Council in March 2014. The funding update does not allow for changes in individual members' data since the 2013 valuation, so the accuracy of this calculation is expected to decline over time as the period since the last valuation increases.

The next valuation will commence from 1 April 2016 based on data as at 31 March 2016. This will determine the employer contribution for the period April 17 to March 2020 and the funding level.

The Fund has seven fund managers (who have specific mandates) and performance is monitored against an agreed benchmark. The Fund has adopted a benchmark for the whole of the fund of Gilts + 1.8% (net of fees).

Havering Pension Fund uses the services of The WM Company to provide comparative statistics on the performance of this 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 manager. The strategic benchmark for the overall fund is a liability benchmark of FTSE A Gilts over 15 years plus 2.9% (net of fees) p.a. The main factor in meeting the strategic benchmark is market performance.

In 2015/16, the overall return on the Fund's investments was **-1.2%** (2014/15 13.2%). This represented an under performance of **-2.8%** against the tactical benchmark (2014/15 outperformance of 1.7%) and an under performance of **-7.7%** against the strategic benchmark (2014/15 under performance of -12.9%).

The long term strategy of the fund was to reduce exposure to equities and invest in Multi Asset strategies. The following table reflects the asset allocation split and targets against their individual fund manager benchmarks:

Asset Class	Target allocation	Investment Manager/ product	Segregated /pooled	Active/ Passive	Benchmark and Target
UK/Global Equity	12.5%	Baillie Gifford (Global Alpha Fund)	Pooled	Active	MSCI All Countries Index plus 2.5%
	6.25%	State Street Global Asset	Pooled	Passive	FTSE All World Equity Index
	6.25%	State Street Global Asset	Pooled	Passive	FTSE RAFI All World 3000 Index
Multi Asset Strategy	15%	Baillie Gifford (Diversified Growth Fund)	Pooled	Active	UK Base Rate plus 3.5%
	20%	GMO Global Real return	Pooled	Active	OECD CPI g7 plus 3 - 5%

Asset Class	Target allocation	Investment Manager/ product	Segregated /pooled	Active/ Passive	Benchmark and Target
		(UCITS)			
Absolute Return	15%	Ruffer	Segregated	Active	LIBOR+
Property	5%	UBS	Pooled	Active	IPD All balanced (property) Fund's median +
Gilt/Investment Bonds	17%	Royal London	Segregated	Active	<ul style="list-style-type: none"> • 50% iBoxx £ non- Gilt over 10 years • 16.7% FTSE Actuaries UK gilt over 15 years • 33.3% FTSE Actuaries Index-linked over 5 years. Plus 1.25%*
Infrastructure	3%	State Street Global Assets –Sterling liquidity Fund Cash is invested pending identification of a local infrastructure project.			

*0.75% prior to 1 November 2015

UBS, SSgA, GMO and Baillie Gifford manage the assets on a pooled basis. Royal London and Ruffer manage the assets on a segregated basis. Performance is monitored by reference to the benchmark and out performance target.

Fund Managers are invited to present at the Pensions Committee Meeting every six months. On alternate dates, they meet with officers for a formal monitoring meeting. The exception to this procedure are the pooled Managers (SSgA, UBS, Baillie Gifford and GMO) and Ruffer who will attend two meetings per year, one with Officers and one with the Pensions Committee. However, if there are any specific matters of concern to the Committee relating to the Managers performance, arrangements will be made for additional presentations.

During 2015/16 The Havering Pension Fund joined the London CIV and the assets under management with Baillie Gifford for the Diversified Growth Fund was transferred to the London CIV on the 15 February 2016. Further mandates are expected to be transferred during 2016/17 in order to meet the Department of Communities and Local Government Investment reforms and mandatory pooling of assets.

FUND GOVERNANCE STRUCTURE

Day to day management of the Fund is delegated to the Chief Executive. Investment strategy and performance monitoring of the Fund is a matter for the Pensions Committee which obtains and considers advice from the authority's officers, and as necessary from the Fund's appointed professional adviser, actuary and performance measurers who attend meetings as and when required.

The terms of reference for the 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

The membership of the Pensions Committee reflects the political balance of the Council and therefore the members of the Pensions Committee are as follows:

Cllr John Crowder (Chair) – Conservative Group
 Cllr David Johnson (Vice Chair) – UKIP
 Cllr Melvin Wallace - Conservative Group
 Cllr Roger Westwood – Conservative Group
 Cllr Ray Morgon – Residents' Group
 Cllr Stephanie Nunn – Residents' Group
 Cllr Clarence Barrett – East Havering Residents' Group
 Union Members (Non-voting) - John Giles (Unison), Andy Hampshire (GMB)
 Admitted/Scheduled Body Representative (voting) – Heather Foster-Byron – Employer Representative

Fund Administrator	London Borough of Havering
Actuary	Hymans Robertson
Auditors	PricewaterhouseCoopers LLP (PWC)
Performance Measurement	WM Company
Custodians	State Street Global Services
Investment Managers	Royal London Asset Management (Investment Bonds) UBS (Property) State Street Global Assets (UK/Global Equities – passive)

Ruffer LLP (Multi Asset)
 Baillie Gifford (Global Equities)
 Baillie Gifford (Multi Asset diversified Growth Fund)
 Barings (Multi Asset Dynamic Asset Allocation Fund) until
 August 2014.
 GMO Global Real Return (UCITS) Fund (GRRUF) from
 January 2015)
 London CIV (Baillie Gifford Diversified Growth fund)

Investment Advisers

Hymans Robertson

Legal Advisers

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

PENSION COMMITTEE MEETINGS 2015/16

The Committee met a number of times during 2015/16 and **Annex A** sets out the coverage of matters considered, but the key issues that arose in the period are shown below:

Key issues arising in the period

- **Agreed 2014/15 Pension Fund Accounts**

- **Annual Report**

The Pension Fund Annual Report 31 March 2015 was produced and agreed in line with the LGPS (Administration) regulations.

- **Governance Compliance Statement**

In line with the 2008 Local Government Pension Scheme (LGPS) the Committee undertook an annual review of the Pension Fund's Governance Compliance Statement.

- **Statement of Investment Principles**

Agreed the revised version in light of some changes made to the Bond and Passive Mandates.

- **Communications Strategy**

Agreed the Communications Strategy for 2016 to 2018

- **Pension Fund Cash Management Policy**

Agreed revisions to the Policy

- **Pension Fund Risk Register**

Agreed the adoption of Risk Register

- **Whistleblowing Requirements of the Pensions Act**

An annual review was undertaken and no issues were reported.

- **Business Plan**

The Pension Fund Business Plan for 2015/16 was agreed incorporating the work of the pension committee members.

- **Admitted Bodies**

Admitted Caterlink and Accent Catering to the Fund

- **Reviewed Fund Managers quarterly performance**

- **Reviewed performance of the Pension Fund's Custodians, Investment Advisor and Actuary.**

- **Collective Investment Vehicle (CIV)**

The Committee received updates on the progress of transitioning assets to the London CIV.

PENSION COMMITTEE MEETINGS 2016/17 AND ONWARDS

In addition to the annual cyclical work programme as shown in **Annex B** there are a number of issues that are likely to be considered by the Pensions Committee in the coming year and beyond:

- Outcome of the Triennial Valuation 2016
- Funding Strategy Statement
-
- Guidance manual for officers on requirements & actions necessary to admit new employers into the fund
- Continued training and development
- London CIV Pooling updates
- DCLG Pooling outcomes
- DCLG Investment Regulation changes, including the publication of an Investment Strategy Statement (replaces Statement of Investment Principles)
- Topical issues discussed as appropriate

INTERNAL & EXTERNAL RESOURCES

The Pensions Committee is supported by the Adminstrating Authorities' Finance and Administration services (oneSource) and the associated costs are therefore reimbursed to the Adminstrating 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. Estimates for the medium term on Administration and Investment Management expenses follow in this report.

The Pensions Administration service consists of an establishment of 9.1 full time equivalent posts.

The Finance service that supports the pension fund consists of an establishment of 2 full time equivalent posts.

FINANCIAL ESTIMATES

In June 2014 The Chartered Institute of Public Finance & Accountancy (CIPFA) produced guidance on how to account for Management costs in order that improvements in cost comparisons can be made across all funds. Management costs are now split between three cost categories as follows:

Administrative Expenses

Includes all staff costs associated with Pensions Administration, including Payroll.

	2014/15 Actual	2015/16 Estimate £000's	2015/16 Actual £000's	2016/17 Estimate £000's	2017/18 Estimate £000's	2018/19 Estimate £000's
Administration & Processing	411	356	429	430	430	430
Other Fees	7	6	6	6	6	6
Other Costs	32	32	77	80	80	80
TOTAL	450	394	512	516	516	516

Investment Management expenses

These costs will include any expenses incurred in relation to the management of fund assets. The 2014/15 figure has been restated to reflect adoption of CIPFA's Guidance on Management costs.

	2014/15 Actual (restated)	2015/16 Estimate £000's	2015/16 Actual	2016/17 Estimate £000's	2017/18 Estimate £000's	2018/19 Estimate £000's
Fund Manager Fees	2571	900	2743	2700	2700	2700
Custodian Fees	34	35	40	40	40	40
Performance Measurement services	13	13	13	13	13	13
TOTAL	2618	948	2796	2753	2753	2753

Governance and Oversight

These costs include all costs that fall outside of the other two categories and include legal, advisory, actuarial and training costs. Staff costs associated with the financial reporting and support services to the Committee is included here.

	2014/15 Actual	2015/16 Estimate £000's	2015/16 Actual	2016/17 Estimate £000's	2017/18 Estimate £000's	2018/19 Estimate £000's
Financial Services	142	142	142	142	142	142
Actuarial Fees	28	20	35	50	30	30
Audit Fees	20	21	21	21	21	21
Member training	2	10	0	10	10	10
Advisor Fees	61	50	50	50	50	50
CIV/SAB Levy	-	-	76	30	30	30
Local Pension Board	13	25	11	15	15	15
Pensions Committee	-	-	20	20	20	20
TOTAL	266	268	355	338	318	318

OVERALL TOTAL	3334	1610	3663	3607	3587	3587
----------------------	-------------	-------------	-------------	-------------	-------------	-------------

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 2016/17 onwards.
- Based on 2015/16 fund and staffing structures.
- Local Pension Board budget has been reduced to show the training costs separately as this will be shared with the Pensions Committee.
- Fund Management fees takes no account of fee savings that are expected from joining the London CIV.

TRAINING AND DEVELOPMENT STRATEGY

Changes to the Local Government Pension Scheme (LGPS) Regulations required Administering Authorities to establish a Local Pension Board (LPB) by no later than 1 April 2015.

The Pensions Regulator Code of Practice which came into force on 1 April 2015 includes a requirement for members of the Pension Committee/LPB to demonstrate that they have an appropriate degree of knowledge and understanding to enable them to properly exercise their functions as a member of the Committee/LPB.

LGPS (Amendment) (Governance) Regulations 2015 states that Administering Authority must have regard to guidance issued by the Secretary of State. Guidance was issued by the Shadow Scheme Advisory Board in January 2015 and states that the Administering Authority should make appropriate training available to assist LPB members in undertaking their role. It was always the plan to adopt a training strategy that will incorporate Pension Committee member training with LPB members to keep officer time and training costs to a minimum.

A joint training strategy has been developed and was agreed by the Pensions Committee on the 24 November 2015 and presented to the Local Pension Board at its meeting on the 6 January 2016. The Training Strategy can be found in **Annex C**.

The Pension Committee of the London Borough of Havering Pension Fund fully supports the intentions behind CIPFA's Knowledge and Skills Code of Practice and has agreed to formally adopt its principles. The Training Strategy formally sets out the arrangements the London Borough of Havering Pension Fund will take in order to comply with the principles of the CIPFA Code of Practice.

Pension Committee and Board members are expected to achieve a minimum level of training credits and the CIPFA's Knowledge and Skills self-assessment training questionnaire will be used to record credits attained and identify gaps in the knowledge and skills of the members.

Long membership of the committee is encouraged in order to ensure that expertise is developed and maintained within. The Council recommend that the membership of the Pension Committee remain static for the life of the term in Council, unless exceptional circumstances require a change.

PROVISION OF TRAINING

A training budget has been agreed for the provision of training for £10,000 but this will be re-evaluated as appropriate. Training costs will be met from the Pension Fund.

The majority of training and development is cyclical in nature, spanning the four year membership of the committee. Associated training and development will be given when required which will be linked to the Pension Fund meeting cyclical coverage for 2016/17 as shown in **Annex B**.

In addition to the cyclical training and development that the Committee will have over the lifetime of their membership, training will be provided in the areas where it has been specifically requested or has been identified as required. Special pension committee meetings will be arranged from time to time to discuss matters that fall outside of the cyclical meetings.

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

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

Members and Officers also attend seminars arranged by Fund Managers or other third parties who specialise in public sector pensions.

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 and development took place during 2015/16 to ensure that Members of the Committee were fully briefed in the decisions they were taking.

Training logs are maintained and attendance and coverage can be found in **Annex D**.

The Pensions Regulator has launched an e-learning programme and this has been made available for members to use.

Training will be targeted as appropriate.

PENSIONS COMMITTEE MEEETINGS HELD DURING 2015/16**ANNEX A**

MONTH	TOPIC	ATTENDED BY
23 June 2015	<ul style="list-style-type: none"> Pension Fund Performance Monitoring for the quarter ending 31 March 2015, received presentations from Multi Asset managers GMO (Global Real Return) and Baillie Gifford (Diversified Growth Fund) and from Baillie Gifford (Global Equity). Noted the introduction of a Pension fund Risk Register. Noted the Business Plan/Annual report on the work of the Pensions Committee during 2014/15. Agreed to the admittance of Caterlink Ltd to the Havering Pension Fund Considered changes to the investment strategy - agreed to reduce holdings with the Global Alpha fund to increase holdings in passive equities and the adoption of a fundamental tracking index and agreed to change the outperformance target for the bond mandate. 	Cllr John Crowder (chair) Cllr David Johnson(vice chair) Cllr Roger Westwood Cllr Melvin Wallace Cllr Clarence Barrett Cllr Ray Morgon
22 September 2015	<ul style="list-style-type: none"> Pension Fund Performance Monitoring for the quarter ending 30 June 2015, received presentations from Royal London (Bonds Manager) and Ruffer (Multi Asset Manager). Noted Pension Fund Accounts for the year ending 31 March 2015. Agreed the Pension Fund Annual Report for the year ending 31 March 2015. Agreed to adopt the changes made to the Bond Manager Investment Guidelines in light of their previous decision to change the target. 	Cllr John Crowder (chair) Cllr David Johnson(vice chair) Cllr Melvin Wallace Cllr Roger Westwood Cllr Clarence Barrett Cllr Ray Morgon Cllr Stephanie Nunn John Giles (UNISON) Heather Foster-Byron (employer representative)
24 November 2015	<ul style="list-style-type: none"> Agreed the Communications Strategy for the three year period 2016 to September 2018. Noted the views of officers on the performance of the Fund's Actuary for the period April 2014 to September 2015. Noted the views of officers on the performance of the Fund's Custodian for the period October 2014 to September 2015. Noted the views of officers on the performance of the Fund's Investment Advisor for the period October 2014 to September 2015. Considered and agreed the changes to the Statement of Investment Principles Noted the results of the Whistle Blowing Annual review and that no breaches 	Cllr John Crowder (chair) Cllr David Johnson(vice chair) Cllr Melvin Wallace Cllr Roger Westwood Cllr Clarence Barrett Cllr Ray Morgon Cllr Stephanie Nunn John Giles (UNISON) Heather Foster-Byron (employer representative)

PENSIONS COMMITTEE MEETINGS HELD DURING 2015/16

ANNEX A

MONTH	TOPIC	ATTENDED BY
	<p>had been reported</p> <ul style="list-style-type: none"> Considered and agreed changes as necessary to the Governance Compliance Statement. Considered and agreed the Havering Pension Fund Training Strategy Verbal update on DCLG Asset pooling 	
15 December 2015	<ul style="list-style-type: none"> Pension Fund Performance Monitoring for the quarter ending 30 September 2015, received presentations from Baillie Gifford (Global Alpha Fund), (Diversified Growth Fund) and State street Global Assets (UK/Global Passive Manager). Considered and agreed the revisions to Pension Fund Cash Management Policy Considered a verbal request from officers regarding a request from UBS (Property manager) to purchase additional units. Hymans was asked to produce a briefing note and circulate to members before approval was given for the further investment to proceed. Verbal update on DCLG asset pooling 	<p>Cllr John Crowder (chair) Cllr David Johnson(vice chair) Cllr Melvin Wallace Cllr Roger Westwood Cllr Clarence Barrett Cllr Ray Morgon Cllr Stephanie Nunn</p>
15 March 2016	<ul style="list-style-type: none"> Pension Fund Performance Monitoring for the quarter ending 31 December 2015, received presentation from Royal London (Bonds Manager), UBS (Property Manager). Agreed to the admittance of Accent Catering to the Havering Pension Fund 	<p>Cllr David Johnson (chair) Cllr Wendy Brice- Thompson (sub for Cllr Crowder) Cllr Melvin Wallace Cllr Roger Westwood Cllr John Mylod (sub for Cllr Nunn) Cllr Ray Morgon Cllr Clarence Barrett John Giles (UNISON) Andy Hampshire (GMB)</p>

- Please note that three members constitute a quorum.
- Target dates for issuing agendas were met.

INDICATIVE PENSIONS COMMITTEE CYCLICAL MEETINGS AND COVERAGE 2015/16

ANNEX B

	14 JUNE 2016	20 SEPTEMBER 2016	22 NOVEMBER 2016	13 DECEMBER 2016	14 MARCH 2017
Formal Committees with Members	<ul style="list-style-type: none"> Overall Monitoring Report on Pension Fund to end of March: <ul style="list-style-type: none"> a) GMO (Multi Asset) Business plan/ Annual report on the work of the committee Pension Fund Audit Plan 2015/16 	<ul style="list-style-type: none"> Overall Monitoring Report on Pension Fund to end of June: <ul style="list-style-type: none"> Royal London (Bonds) Ruffer (Multi Asset Absolute Return) Pension Fund Accounts 15/16 Pension Fund Annual Report 	<ul style="list-style-type: none"> Annual review of Custodian Annual review of Adviser Annual review of Actuary Review of Governance Policy Whistleblowing Annual Assessment Risk Register Review Funding Strategy Statement 	<ul style="list-style-type: none"> Overall Monitoring Report on Pension Fund to end of September: <ul style="list-style-type: none"> a) SSGA (Passive Global Equity) 	<ul style="list-style-type: none"> Overall Monitoring Report on Pension Fund to end of December: <ul style="list-style-type: none"> a) Royal London (Bonds) b) UBS (Property)
Officer Meeting	Meeting: 11 May 16 <ul style="list-style-type: none"> Royal London (Bonds) SSGA (Passive Equity Manager) 	Meeting: 17 Aug 16 <ul style="list-style-type: none"> UBS (Property) WM presentation Meeting Advisor Review Custodian Review 	No officer meeting	Meeting: 3 Nov 16 <ul style="list-style-type: none"> GMO (Multi Asset Manager) Royal London (Bonds) 	Meeting: 01 Feb 17 <ul style="list-style-type: none"> Ruffer (Multi Asset Absolute Return)
Training	Associated Training	Associated Training	Associated Training	Associated Training	Associated Training

Contents

LGPS Knowledge & Skills Training Strategy

- 1 Introduction
- 2 Meeting the business plan
- 3 Delivery of Training
- 4 On-going development
- 5 CIPFA Requirements
- 6 Guidance from the Scheme Advisory Board
- 7 Training records and certification
- 8 Risk
- 9 Budget

Introduction

This is the Training Strategy for the London Borough of Havering Pension Fund.

It sets out the strategy agreed by the Pension Committee and the Local Pension Board concerning the training and development of the members of the

- Pension Committee (the “Committee Members”);
- members of the local pension board (the “Board members”) and
- officers of the London Borough of Havering Pension Fund responsible for the management of the Fund (the “Officers”).

The Training Strategy is established to aid the Committee Members in performing and developing personally in their individual roles and to equip them with the necessary skills and knowledge to challenge and act effectively within the decision making responsibility put upon them. A code of practice and a framework of knowledge and skills has been developed by CIPFA which LGPS Funds are expected to sign up to.

The Public Service Pensions Act 2013 also requires London Borough of Havering Council to set up a Local Pension Board. The Act requires the Pensions Regulator to issue a code of practice relating to the requirements of the knowledge and understanding of Board members. Guidance on the knowledge and understanding of Local Pension Boards in the LGPS has also been issued by the Shadow Scheme Advisory Board in January 2015. Although this has not been designated as statutory guidance it should be held as good guidance and should be acknowledged.

The objective of the CIPFA knowledge and skills framework is to determine and set out the knowledge and skills sufficient to enable the effective analysis and challenge of decisions made by officers and advisers to the Pension Committee whilst the guidance for local pension boards issued by the Shadow Scheme Advisory Board is to assist the individual Board members in undertaking their role to assist the Scheme Manager (the London Borough of Havering Pension Fund) in the effective governance and administration of the local government pension scheme.

The training desired to achieve the additional knowledge and skills will be contained in the appropriate training plan(s)

Strategy Objectives

The Fund objectives relating to knowledge and skills are to:

- Ensure the pension fund is managed and its services delivered by people who have the appropriate knowledge and expertise;
- Ensure the pension fund is effectively governed and administered;
- Act with integrity and be accountable to our stakeholders for our decisions, ensuring they are robust and are well based and regulatory requirements or guidance of the Pensions Regulator, the Scheme Advisory Board and the Secretary of State for Communities and Local Government are met.

To achieve these objectives –

The Committee Members require an understanding of:

- Their responsibilities as an administering authority of a local government pension fund;
- The fundamental requirements relating to pension fund investments;

- The operation and administration of the pension fund;
- Controlling and monitoring the funding level; and
- Taking effective decisions on the management of the London Borough of Havering Pension Fund.

Board members are conversant with—

- The Regulations and any other regulations governing the LGPS
- Any document recording policy about the administration of the Fund
- and have knowledge and understanding of:
- The law relating to pensions; and
- Such other matters as may be prescribed

To assist in achieving these objectives, the Fund will aim for full compliance with the CIPFA Knowledge and Skills Framework and Code of Practice to meet the skill set within that Framework. Attention will also be given to the guidance issued by the Shadow Scheme Advisory Board, the Pensions Regulator and guidance issued by the Secretary of State. So far as is possible, targeted training will also be provided that is timely and directly relevant to the Committee's and Board's activities as set out in the Fund's 3-year business plan. For example, funding training will be given immediately preceding the Committee or Board meeting that discusses the Funding Strategy Statement.

Board members will receive induction training to cover the role of a local pension board and understand the duties and obligations of a LGPS administering authority, including funding and investment matters.

All those with decision making responsibility in relation to LGPS pension matters and Board members will:

- have their knowledge measured and assessed;
- receive appropriate training to fill any knowledge gaps identified; and
- seek to maintain their knowledge.

Application of the training strategy

This Training Strategy will apply to all Committee Members and representatives with a role on the Pension Committee and to all the Board members. Other officers involved in the management and administration of the Fund will have their own sectional and personal training plans and career development objectives.

Purpose of training

The purpose of training is to:

- Equip people with the necessary skills and knowledge to be competent in their role;
- Support effective and robust decision making;
- Provide individuals with integrity;
- Meet the required needs in relation to the Fund's objectives.

Summary

This training strategy:

- Assists in meeting the Fund's objectives;
- Meets the business plan;

- Will assist in achieving delivery of effective governance and management;
- Will equip those responsible with appropriate knowledge and skills;
- Promote ongoing development of the decision makers;
- Lead to demonstrating compliance with the CIPFA Knowledge and Skills Framework;
- Lead to demonstrating with statutory requirements and associated guidance

Meeting the business plan

Timely and relevant

There will be times in the year when different circumstances will require specific training. For example, funding training can be provided just prior to the Committee meeting that discusses the Funding Strategy Statement.

It is vital that training is relevant to any skills gap or business need and training should be delivered in a manner that fits with the business plan.

The training plan will therefore be regularly reviewed to ensure that training will be delivered where necessary to meet immediate needs to fill knowledge gaps.

Delivery of Training

Training resources

Consideration will be given to various training resources available in delivering training to the Committee Members, Board members or officers in order to achieve efficiencies. These may include but are not restricted to:

For Pension Committee and Local Pension Board Members	For Officers
<ul style="list-style-type: none"> • In-house* • Self-improvement and familiarisation with regulations and documents • The Pension Regulator's e-learning programme • Attending courses, seminars and external events • Internally developed training days and pre/post Committee/Board sessions* • Shared training with other Funds or Frameworks* • Regular updates from officers and/or advisers* • Circulated reading material 	<ul style="list-style-type: none"> • Desktop / work based training • Attending courses, seminars and external events • Training for qualifications from recognised professional bodies (e.g. CIPFA, CIPP, PMI) • Internally developed sessions • Shared training with other Funds or Frameworks • Circulated reading material

*These may be shared training events for Pension Committee and Local Pension Board members

Training Plans

To be effective, training must be recognised as a continual process and will be centred on 3 key points

- The individual
- The general pensions environment
- Coping with change and hot topics

Training Plans will be developed at least on an annual basis, as per the Business Plan. These will be updated as required taking account of the identification of any knowledge gaps, changes in legislation, Fund events (e.g the triennial valuation) and receipt of updated guidance.

Induction Training will be provided for all new officers with pensions responsibilities, members of the Pension Committee and Local Pension Board. This will involve covering the requirements of the Training Strategy alongside guidance and information on the requirements of their roles..

External Events

As information on events becomes available, members will be advised by email.

After attendance at an external event, Committee Members and Board members will be expected to provide verbal feedback at the following Pension Committee/Board meeting covering the following points:

- Their view on the value of the event and the merit, if any, of attendance;
- A summary of the key learning points gained from attending the event; and
- Recommendations of any subject matters at the event in relation to which training would be beneficial to other Pension Board members.

Officers attending external events will be expected to report to their direct line manager with feedback covering the following points:

- Their view on value of the event and the merit, if any, of attendance;
- A summary of the key learning points gained from attending the event; and
- Recommendations of any subject matters at the event in relation to which training would be beneficial to other officers.

On-going development

Maintaining knowledge

In addition to undertaking on-going assessment in order to measure knowledge and skills against the CIPFA requirements and identify knowledge gaps, Officers, Committee Members and Board members are expected to maintain their knowledge of on-going developments and issues through attendance at external events and seminars.

Appropriate attendance at events for representatives of the Pension Committee and Board will be agreed by the appropriate chairman.

If an event occurs and appropriate, members will be advised by email.

The Committee/Board will approve an appropriate level of credits for attendance at an event in relation to the type of event, its content and relevance to knowledge maintenance.

In any event, attendance at events/seminars (which may include some internal training sessions) that are not direct training courses focussed on the CIPFA Knowledge Skills Framework or issued guidance but enhance and improve related on-going and emerging pension knowledge will count as one credit for each session of up to a half day.

Where the Committee/Board members have work related experience or previous knowledge through former membership of a Committee or Board will be able to count this as credits in their own assessment and score accordingly.

There is a practical recognition that it will take a newly appointed member a reasonable period to attain the required full level of knowledge and understanding and hence the training and continued development will span the duration of the role.

Owing to the changing world of pensions, it will also be necessary to have ad hoc training on emerging issues or on a specific subject on which a decision is to be made by the Pension Committee in the near future or is subject to review by the Local Pension Board. These will also count as credits in maintaining knowledge.

As a measure of training given or knowledge level officers, Committee Members and Board members are expected to have a minimum level of training credits. These are as follows -

Relevant Group	Knowledge Skills - level of attainment	The expected minimum level of credits over the 4 year term of office
Officers	Own sectional and personal development objectives	Own sectional and personal development objectives
Pension Committee and Local Pension Board Members	32 credits	8 credits

These will be measured and monitored annually by Pension Fund Accountant and reported in the Pension Fund Annual Report. Please see the appendix Knowledge and Skills – self assessment of training needs for basis of scoring.

CIPFA Requirements

CIPFA Knowledge & Skills Framework

In January 2010 CIPFA launched technical guidance for Elected Representatives on Pension Committees and non-executives in the public sector within a knowledge and skills framework. The Framework covers six areas of knowledge identified as the core requirements:

- Pensions legislative and governance context;
- Pension accounting and auditing standards;
- Financial services procurement and relationship development;
- Investment performance and risk management;
- Financial markets and products knowledge; and
- Actuarial methods, standards and practice.

The Knowledge and Skills Framework sets the skill set for those responsible for pension scheme financial management and decision making under each of the above areas in relation to understanding and awareness of regulations, workings and risk in managing LGPS Funds.

CIPFA's Code of Practice on Public Sector Pensions Finance, Knowledge and Skills (the "Code of Practice")

First published in October 2011 and redrafted in July 2013, CIPFA's Code of Practice embeds the requirements for the adequacy, acquisition, retention and maintenance of appropriate knowledge and skills required. It recommends (amongst other things) that LGPS administering authorities:

- formally adopt the CIPFA Knowledge and Skills Framework in its knowledge and skills statement;
- ensure the appropriate policies and procedures are put in place to meet the requirements of the Framework (or an alternative training programme);
- publicly report how these arrangements have been put into practice each year.

The Pension Committee of the London Borough of Havering Pension Fund fully supports the intentions behind CIPFA's Code of Practice and has agreed to formally adopt its principles. This Training Strategy formally sets out the arrangements the London Borough of Havering Pension Fund will take in order to comply with the principles of the CIPFA Knowledge and Skills Code of Practice.

Guidance from the Scheme Advisory Board

General Principles

The Shadow Scheme Advisory Board has taken note of the regulatory requirements and the principles of the Pension Regulator's code of practice and published in January 2015 guidance in a local government context for administering authorities to support them in establishing their local pension board and this includes a section to enable it to help Board members to meet their knowledge and understanding obligations.

Knowledge and understanding must be considered in the light of the role of a Local Pension Board and the London Borough of Havering will make appropriate training available to assist and support Board members in undertaking their role.

Pension Committee Members

Although the CIPFA knowledge and skills framework complements the code of practice that should be adopted by administering authorities there is no legal requirement for knowledge and understanding for members of a Pension Committee. However it will be seen as good practice and governance if members of a Pension Committee use the knowledge and skills requirements set at a similar benchmark as the Local Pension Board.

Degree of Knowledge and Understanding

The role of the Local Pension Board is to assist the administering authority. To fulfil this role, Board members should have sufficient knowledge and understanding to challenge failure to comply with regulations, any other legislation or professional advice relating to the governance and administration of the LGPS and/or statutory guidance or codes of practice.

Board members should understand the regulatory structure of the LGPS and the documentary recording of policies around the administration of the London Borough of Havering Fund in enough detail to know where they are relevant and where it will apply.

Acquiring, Reviewing and Updating Knowledge and Understanding

Board members should commit sufficient time in their learning and development and be aware their responsibilities immediately they take up their position. London Borough of Havering will therefore provide induction training for all new Board members which will also be available to new Committee Members.

Flexibility

It is recognised that a rigid training plan can frustrate knowledge attainment when it is required for a particular purpose or there is a change in pension's law or new responsibilities are required of Board members. Learning programmes will therefore be flexible to deliver the appropriate level of detail required.

Training records and certification

Progress and achievement

Personalised training plans will be used to document and address any knowledge gaps and update areas of learning where required and assist in the acquisition of new areas of knowledge in the event of change.

Progress and achievement will be certificated at least on an annual basis individually to all Committee Members, Board members and officers. These will detail:

- The current assessment of an individual's acquired knowledge;
- Their progress against achieving the credits from other internal/external training or events; and
- All training courses and events attended by them to date.

Risk

Risk Management

The compliance and delivery of this training strategy is at risk in the event of –

- Frequent changes in membership of the Pension Committee or Pension Board
- Poor individual commitment
- Resources not being available
- Poor standards of training
- Inappropriate training plans

These risks will be monitored by officers within the scope of this training strategy and be reported where appropriate.

Budget

Cost

A training budget will be agreed and costs will be met from the Pension Fund.

PENSIONS COMMITTEE MEMBER TRAINING 2015/16

ANNEX D

DATE	TOPIC COVERED	LOCATION	KSF	COST	ATTENDED BY
15 April 2015	DG publishing – “Question Time”: The future of Local authority Pension Funds	London	KSF 1	Free	Cllr Stephanie Nunn
21 April 2015	GMO Investor Conference	Hilton London Tower Bridge, 5 more London Place	KSF 5	Free	Cllr John Crowder (Chair) Cllr Stephanie Nunn
24 April 2015	Local Government Association – Shadow Scheme Advisory Board event – Update on what the SSAB has been doing since Summer 2013 and priorities for the future	Local Government House, Smith Square, London	KSF 1	Free	Cllr Stephanie Nunn
23 June 2015	Hymans - Investment Strategy Principles and Fundamental Indexation vs. Market Cap	Town Hall - prior to Pensions Committee meeting	KSF 5	Included in investment adviser fees	Cllr John Crowder (Chair) Cllr David Johnson (vice chair) Cllr Melvin Wallace Cllr Roger Westwood Cllr Ray Morgan Cllr Clarence Barrett Cllr Philip Hyde (Observer)
12 Aug 2015	Officers - Local Pension Board Induction covered: <ul style="list-style-type: none"> Brief overview of the havering Pension fund How the scheme is funded Governance Structure 	Town Hall – Prior to Local Pension Board meeting	KSF 1,2,4,5 & 6	Officer Time	Cllr David Johnson (vice chair) Cllr Stephanie Nunn

DATE	TOPIC COVERED	LOCATION	KSF	COST	ATTENDED BY
	<ul style="list-style-type: none"> ○ Key parties in the Fund ○ Investment Monitoring ○ Strategy documents ○ Valuation ○ LPB reporting requirements 				
22 September 2015	Officers - Pension Fund Accounts Briefing covered: - overview of the Pension Fund Accounts	Town Hall – prior to Pensions Committee meeting	KSF 2	Officer Time	Cllr John Crowder (Chair) Cllr Ray Morgon Cllr Clarence Barrett John Giles
13 October 2015	CIPFA Pensions Network Autumn workshop, covered: <ul style="list-style-type: none"> ○ National Framework Update ○ Pension fund KPI's ○ Funding the cost of LGPS Administration costs ○ Local Pension Boards – story so far ○ Local Pension Board Regulator update 	London -Sponsored by Amundi	KSF 1	Pre-paid space (part of subscription)	Cllr John Crowder (Chair) (limited pre-paid places – offered to chair only)
16 October 2015	Local Government Association – Pooled investments	Local Government House, Smith Square, London	KSF 1	Free	Cllr John Crowder (Chair) – chair only invited
19 November 2015	SPS Conferences - Local Authority Pension Fund Investment Strategies covering: <ul style="list-style-type: none"> ○ Pooling (GMO) ○ Investment collaboration ○ Performance measurement 	Le Meridian, London	KSF 4,5 & 6	Free	Cllr Stephanie Nunn

DATE	TOPIC COVERED	LOCATION	KSF	COST	ATTENDED BY
	within LGPS (WM) <ul style="list-style-type: none"> Looking ahead to 2016 actuarial valuation 				
26 November 2015	DG publishing – “Question Time”: Collaboration & the London CIV	London	KSF 1	Free	Cllr Stephanie Nunn
6 January 2016	Hymans- Fund’s Actuary delivered - TUPE Transfer Training, covered: <ul style="list-style-type: none"> What is TUPE Pension Protection & Regulations Admission bodies documents & securities Cessations 	Town Hall – prior to Local Pension Board meeting	KSF 6	£3,500	Cllr John Crowder (chair) Cllr Ray Morgon Cllr Stephanie Nunn Cllr Melvin Wallace
17 March 2016	SPS Conferences - Local Authority Pension Fund Investment Strategies covering: <ul style="list-style-type: none"> LGPS Pooling update Topical Investment Themes LGPS Funding LGPS Panel Session – Other pension fund priorities 	Le Meridian, London	KSF 4,5 & 6	Free	Cllr Stephanie Nunn Cllr David Johnson

**ANNUAL REPORT OF
THE STANDING ADVISORY
COUNCIL ON RELIGIOUS
EDUCATION**



**HAVERING
STANDING ADVISORY COUNCIL ON
RELIGIOUS EDUCATION**

ANNUAL REPORT 2015-16



Chair's Foreword

The main thrust of SACRE's work this year has been the collaborative production of the syllabus on religious education, for use in the London Boroughs of Havering and Redbridge. Working with another borough has been a new and stimulating experience. It is a logical extension from our previous work, as the whole concept of SACREs is of collaboration amongst members of different professions and different faiths and beliefs.

The aims of religious education include “religious literacy” meaning that each pupil should understand what it means to be a member of each of the faiths and beliefs studied. To equip ourselves to achieve this we need to work continuously on our own religious literacy, by educating each other and by ensuring that our own membership reflects the current mix of beliefs within Havering. SACREs are designed to reflect the nature of their own localities. Havering is progressively diverse so we strive continuously to ensure that our membership reflects the many strands within our local community and our schools.

Given the current turmoil in many parts of the world, this work has never seemed more important nor more urgent.

Christine Seymour
Chair of SACRE

1. Religious Education (RE)

1.1. Standards in Religious Education

Examination results at GCSE, AS and A level are monitored as part of the Borough's overall monitoring of standards. SACRE receives an analysis of examination results in Religious Studies (RS) at GCSE and A level at its Autumn Term meeting.

GCSE results

In 2015, as in the previous year, all of the 18 secondary schools in Havering entered students for a GCSE Religious Studies examination. There were a total of 1,772 entries (2,370 in 2014) for either a full or a short GCSE course. The number of entries to a full GCSE course, which is considered to be of higher quality and requires a greater depth and breadth of study, has increased from 1,043 entries in 2014, to 1564 in 2015. In 2015 there were 206 entries for the short GCSE course. This was down from 751 in 2014. The number of entries varied considerably between the schools from 5% on roll to 100%.

GCSE full course

In 2015 the percentage of students gaining a pass at grade C or above in a full course was 67.5%. This was down from 68.9% in 2014. This compares with the national percentage of 70.1%. **(Table 1)**

GCSE short course

In 2015 the percentage of students gaining a pass at grade C or above in a short course was 79.1%. This was up from 50.7% in 2014. This compares with the national percentage of 70.4%. **(Table 2)**

AS/A Level results

In 2015 there were 114 entries for an A' level course in RE. This compares with 141 in 2014. In 2015 the percentage of students gaining a pass at grade C or above in an A 'level course was 72.8%. This was down from 73.9% in 2014. This compares with a national percentage of 79.9%. **(Tables 3 & 4)**



KS4 Grade Summary by Subject (beta)

Subject: Religious Studies (4610) / Exam: GCSE Full Course (310)

Est. No.	Centre	NOR	NOE	*	A	B	C	D	E	F	G	U	X	A*-C	A*-G	Avg Pts
-	National (All Schools)	611079	269248	11.1	19.0	23.3	18.8	11.6	7.2	4.4	2.6	1.7	0.4	72.2	97.9	41.9
-	National (State Funded)	553218	253196	9.7	18.2	23.5	19.5	12.0	7.6	4.6	2.7	1.8	0.4	70.9	97.8	41.4
-	LA (State Funded)	3074	1564	8.4	16.2	22.6	20.1	13.9	8.2	5.5	3.1	1.5	0.4	67.5	98.1	40.5
5401	Abbs Cross Academy and Arts College	169	165	9.1	24.8	28.5	17.6	9.1	4.2	3.6	2.4	0.6		80.0	99.4	43.8
4006	Emerson Park Academy	193	185	4.3	11.4	15.1	21.1	21.6	13.5	9.2	1.1	2.7		51.9	97.3	37.1
4026	Gaynes School	183	178	6.7	14.0	21.3	18.0	9.6	9.6	7.3	10.7	1.1	1.7	60.1	97.2	37.5
4037	Marshalls Park School	172	23		43.5	21.7	30.4	4.3						95.7	100.0	46.3
4001	Redden Court School	124	25		16.0	24.0	28.0	16.0	16.0					68.0	100.0	40.5
5403	Sacred Heart of Mary Girls' School	124	123	22.0	26.0	28.5	13.8	7.3	2.4					90.2	100.0	48.0
4009	Sanders School	175	8			25.0	25.0	25.0	12.5			12.5		50.0	87.5	33.5
4600	St Edward's Church of England School & Sixth Form College	203	17	35.3	29.4	17.6	11.8	5.9						94.1	100.0	50.6
4003	The Brittons Academy Trust	203	199	4.5	8.5	14.6	20.1	22.1	12.6	7.0	6.5	3.0	1.0	47.7	96.0	35.4
4700	The Champion School	149	149	5.4	10.7	32.2	25.5	12.8	4.0	5.4	2.7	1.3		73.8	98.7	40.8
5402	The Coopers' Company and Coborn School	183	179	15.6	21.2	29.1	19.6	8.9	3.9	1.7				85.5	100.0	45.8
5400	The Frances Bardsley Academy for Girls	218	209	7.7	18.7	24.9	22.0	12.0	10.0	3.3	1.0		0.5	73.2	99.5	42.2
4025	The Royal Liberty School	106	103	2.9	5.8	8.7	19.4	24.3	11.7	17.5	3.9	5.8		36.9	94.2	32.5



KS4 Grade Summary by Subject (beta)

2015 | NPD | Religious Studies

Subject: Religious Studies (4610) / Exam: GCSE Short Course (320)

QAN: 50044837

Est. No.	Centre	NOR	NOE	*	A	B	C	D	E	F	G	U	X	A*-C
-	National (All Schools)	611079	21327	6.6	12.3	18.6	19.1	13.2	10.8	7.8	5.3	4.8	1.5	56.6
-	National (State Funded)	553218	20141	5.7	11.8	18.6	19.6	13.7	11.2	8.0	5.4	4.8	1.3	55.7
-	LA (State Funded)	3074	3			33.3			66.7					33.3
4042	Bower Park Academy	179	1						100.0					
4037	Marshalls Park School	172	1			100.0								100.0
5402	The Coopers' Company and Coborn School	183	1						100.0					

Subject: Religious Studies (4610) / Exam: GCSE Short Course (320)

QAN: 5004526X

Est. No.	Centre	NOR	NOE	*	A	B	C	D	E	F	G	U	X	A*-C
-	National (All Schools)	611079	25273	7.6	8.6	15.9	16.2	17.5	13.9	9.1	5.8	4.0	1.4	48.2
-	National (State Funded)	553218	23805	6.4	7.8	15.5	16.4	18.1	14.5	9.5	6.1	4.2	1.4	46.1
-	LA (State Funded)	3074	13	15.4	46.2	30.8	7.7							100.0
4042	Bower Park Academy	179	13	15.4	46.2	30.8	7.7							100.0

Subject: Religious Studies (4610) / Exam: GCSE Short Course (320)

QAN: 5004624X

Est. No.	Centre	NOR	NOE	*	A	B	C	D	E	F	G	U	X	A*-C
-	National (All Schools)	611079	18193	6.3	13.0	19.8	19.1	14.9	10.2	7.3	4.9	3.9	0.8	58.1
-	National (State Funded)	553218	16810	4.8	11.5	19.5	19.7	15.7	10.9	7.8	5.2	4.2	0.8	55.5
-	LA (State Funded)	3074	190	8.4	17.4	28.9	23.7	7.9	7.4	2.6	1.6	1.6	0.5	78.4
4600	St Edward's Church of England School & Sixth Form College	203	181	8.3	16.0	30.4	23.2	8.3	7.7	2.8	1.7	1.7		77.9
4011	The Chafford School, A Specialist Business and Enterprise College	183	9	11.1	44.4		33.3						11.1	88.9



KS5 Grade Summary by Subject (beta)

2015 | NPD | Religious Studies

Subject: Religious Studies (4610) / Exam: GCE A level (111)

Est. No.	School/College	NOE	*	A	B	C	D	E	Q	U	X	A*-A	A*-B	A*-E	Avg Pts
-	National (all entries)	21313	5.5	18.9	30.1	25.4	13.8	5.1	< 0.1	1.0	0.1	24.4	54.5	98.9	225.9
-	LA (State-funded Schools/Colleges)	114	0.9	10.5	28.1	33.3	21.9	4.4		0.9		11.4	39.5	99.1	214.5
8600	Havering Sixth Form College	35		5.7	11.4	37.1	34.3	8.6		2.9		5.7	17.1	97.1	195.4
5403	Sacred Heart of Mary Girls' School	10	10.0	30.0	20.0	20.0	20.0					40.0	60.0	100.0	237.0
4600	St Edward's Church of England School & Sixth Form College	15		6.7	46.7	20.0	20.0	6.7				6.7	53.3	100.0	218.0
4700	The Champion School	16		12.5	18.8	50.0	18.8					12.5	31.3	100.0	217.5
5402	The Coopers' Company and Coborn School	25		8.0	36.0	32.0	20.0	4.0				8.0	44.0	100.0	217.2
5400	The Frances Bardsley Academy for Girls	13		15.4	53.8	30.8						15.4	69.2	100.0	235.4



KS5 Grade Summary by Subject (beta)

Subject: Religious Studies (4610) / Exam: GCE AS level (121)

Est. No.	School/College	NOE	A	B	C	D	E	Q	U	X	A-B	A-E	Avg Pts
-	National (all entries)	30507	20.4	22.7	23.3	16.1	9.6	< 0.1	7.5	0.4	43.1	92.1	100.9
-	LA (State-funded Schools/Colleges)	141	17.7	23.4	19.9	20.6	9.2		9.2		41.1	90.8	98.3
8600	Havering Sixth Form College	32	9.4	21.9	28.1	21.9	3.1		15.6		31.3	84.4	90.5
5403	Sacred Heart of Mary Girls' School	17	35.3	11.8	11.8	23.5	11.8		5.9		47.1	94.1	104.1
4600	St Edward's Church of England School & Sixth Form College	23	26.1	17.4	8.7	26.1	13.0		8.7		43.5	91.3	98.5
4700	The Champion School	24	4.2	20.8	25.0	20.8	20.8		8.3		25.0	91.7	91.3
5402	The Coopers' Company and Coborn School	34	20.6	29.4	17.6	17.6	5.9		8.8		50.0	91.2	101.9
5400	The Frances Bardsley Academy for Girls	11	18.2	45.5	27.3	9.1					63.6	100.0	115.9

1.2. Agreed Syllabus and compliance

The new Havering Agreed Syllabus was published in September. This has been supported over the academic year with training and networks to embed the teaching. The vast majority of Primary schools are using the new schemes of work as the basis for delivering the Agreed Syllabus. Most Secondary schools have developed their own schemes of work. In secondary schools there are a variety of curricular solutions, including carousels within humanities or PSHE.

The compliance of schools with requirements for RE delivery is checked through an annual quality assurance visit to the school. In the academic year 2014-15, no schools failed to comply with statutory requirements. There have been no adverse comments in Ofsted inspection reports.

1.3. Teacher Training

Advice is provided to Primary schools through the Havering Inspection and Advisory Service (Hsis) and there are regular, well-attended meetings for Primary RE co-ordinators. These meetings are free to all schools regardless of governance and are facilitated by RE Today professional subject advisors. In 2014/2015 this programme consisted of:-

- 28th April 2015 – Guidance on what “British Values” means, as well as how the concept could play a part in RE lessons and contribute to schools’ Prevent agenda.
- 25th September 2015 – Introducing the new Redbridge and Havering Agreed Syllabus: Making the most of RE: better teaching, better knowledge, better learning. A one-day conference introduced teachers to the new Redbridge and Havering Agreed Syllabus.
- 1st October 2015 – focused on planning RE, practical classroom strategies and the importance of knowledge enabling teachers to get to grips with the new syllabus and how to apply it in their schools.
- 4th November - How RE contributes to PSHE and personal development-practical teaching ideas and resources.
- 26th January 2016 – How we have started to implement the new syllabus in school, successful planning and children as enquirers in RE. Sharing of resources.
- 27th April 2016 – A network meeting was held at Clockhouse Primary School.
- 25th May 2016 – A training evening on Islamic Awareness was held at Harold Wood School.

Attendance is good varying between 20 and 43 schools represented. Where RE co-ordinators have not been able to attend, all materials are put onto the portal. This includes Independent and Special schools.

The secondary RE teachers’ network has met once during the year, under the leadership of a Head of RE. Advice and support is available to all secondary schools from a specialist consultant commissioned through RE Today.

On-going advice can be obtained through HSIS. There have been four specific requests for advice in this academic year. Relevant updates regarding schools' obligations are published on the weekly HSIS bulletins.

1.4. Complaints concerning RE

No formal complaints were made about religious education under the local statutory complaints procedure during 2015.

2. Collective Worship

2.1. Monitoring

Collective worship is monitored through advisor quality assurance visits at least annually to all schools, including academies. The quality of other elements of the RE curriculum, including the quality of teaching are covered through reviews of teaching and through specific audits of PSHE and British values.

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 2015.

2.4. Complaints concerning collective worship

No formal complaints were made about collective worship under the local statutory complaints procedure during 2015.

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 well attended with good representation from the faith groups and local Humanist Association. There is usually one meeting each term. SACRE sets its own agenda and commissions reports and updates from the Local Authority Adviser and Consultant. The Advisory Council has met three times during 2015. In the spring and autumn terms the meeting was held at the Town Hall. The summer term meeting was held at the Salvation Army Citadel in Romford Town Centre. Members who attended were treated to an overview of the origins, background and current commitments and involvement of the Salvation Army by the Family Officer for the London North-East Division and this was followed by a choral treat from children and young people of the Salvation Army Youth Choir.

Following a break for refreshments, the Advisory Council convened in an upstairs room for its formal meeting which focused on the Agreed Syllabus the draft of which had been adopted a fortnight earlier at a meeting of representatives of the two SACREs (Havering and Redbridge) which had also been hosted by the Citadel.

At each meeting, the Advisory Council has received reports on local and national developments in RE. Topics discussed included the implications of the review of the secondary curriculum, the Ofsted report on secondary RE and the Ofsted report on RE and its importance in supporting community cohesion.

4.2. Agreed Syllabus Conference

2014 saw the commissioning of professional advisors to begin drafting a revised Agreed Syllabus in partnership with the London Borough of Redbridge. This work had continued over the winter and the two SACREs came together on 29 June at the Romford Salvation Army Citadel to consider the draft proposals and agree the content for the new Syllabus.

The Syllabus was presented to Havering Council at its meeting on 16 September where it was approved and was launched on 25 September at CEME where a whole day of activities and seminars had been organised. The new Syllabus was enthusiastically welcomed by teachers and educational professionals as being innovative, inclusive and imaginatively presented.

It is hoped that the new Syllabus – replacing the highly successful “Pathways” Syllabus – would be taken-up by a good number of the schools across the boroughs of Havering and Redbridge - and beyond.

4.3. Budget

SACRE has a small budget to cover the cost of its work.

4.4. 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 RE Consultant and the Primary Adviser attend SACRE meetings to report on work with schools, to offer advice and to assist SACRE in carrying out its role.

4.5. 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

This annual award had been made to commemorate the life and work of Michael Edwards, Adviser/Inspector for Religious Education in Havering, who died in 2004. The award had been made to schools which demonstrated good practice in multi-faith RE and alternated between primary and secondary schools. During 2015 the members of the Advisory Council were saddened to learn that despite strenuous efforts of Hsis, there had been no interest from schools in participating.

Members discussed various options, either to widen the range of participants (it had been opened to Pupil Referral Units but had failed to attract interest there and, with the secondary schools opting to become academies and move out of the local authority's control, the scope for realising lively competition was limited.

The Advisory Council, after a good deal of deliberation decided that, on balance it was probably time for the award to be withdrawn. It was hoped that it might return at some point in the future, but for the time-being – with the fading of the memory of Michael Edwards and the departure of his widow (who had been a staunch supporter of the award over the years) from the area – it was felt to be appropriate to suspend it. The ME Award was consequently withdrawn and will not be offered again unless demand for its reappearance is received.

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
VACANT	A	New Church Movement		
Mr Kevin Walsh	A	Roman Catholic	22/02/2007	
Rabbi Lee Sunderland	A	Jewish Community	05/03/2009	
Mrs Pamela Coles	A	Methodist	30/06/2004	
VACANT	A	Baptist		
Mr Sansar Narwal	A	Sikh Community	Pre 2004	
Pastor Aloysius Peter	A	Pentecostal Churches	24/09/2013	
VACANT	A	Religious Society of Friends		
Mr Kamal Siddiqui	A	Muslim Community	05/03/2008	
Mr Nasir Mubashar	A	Ahmadiyya Muslim	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	
Revd Dorothee Bűrma	A	United Reformed Church	09/10/2014	14/10/2015
VACANT	A	United Reformed Church		
Dr John Lester	A	Baha'i Faith	10/11/2004	
Mrs Christine Seymour	A	Havering and District Humanist Society	26/11/2009	
Saddhabhaya (David Weston)	A	Buddhist	09/05/2013	
Mr John Smailes	A	Evangelical Free Church (shared)	01/12/2013	
Mrs Dawn Ladbrook	A	Evangelical Free Church (shared)	01/12/2013	
Mr Luthaneal Adams [NEW]	A	Pagan Federation	03/03/2016	
Mrs Stephanie Ellner	B	Church of England	01/12/2013	
Mrs Susan Freeman	B	Church of England	05/03/2009	
Mr Mike Dean [NEW]	B	Church of England	03/03/2016	
VACANT	B	Church of England		
Mrs Kirsty Fanning	C	ATL	26/03/2015	
<i>Mr Nick Hills</i>	<i>C</i>	<i>NUT – Secondary</i>	<i>26/11/2009</i>	26/03/2015
VACANT	C	NUT - Secondary		
Ms Linda Munday	C	NUT - Primary	11/03/2010	
VACANT	C	PAT		
<i>Mrs Barbara Usher</i>	<i>C</i>	<i>NASUWT</i>	<i>09/10/2014</i>	26/03/2015
VACANT	C	NASUWT		
VACANT	C	ASCL		
<i>Cllr Meg Davis</i>	<i>D</i>	<i>Local Authority</i>	<i>10/07/2014</i>	31/05/2015
Cllr Joshua Chapman	D	Local Authority	01/06/2015	
Cllr Gillian Ford	D	Local Authority	11/07/2004	
Cllr Jason Frost	D	Local Authority	10/07/2014	
Cllr Dilip Patel	D	Local Authority	10/07/2014	
Cllr June Alexander	D	Local Authority	01/06/2015	
<i>Cllr Alex Donald</i>	<i>D</i>	<i>Local Authority</i>	<i>10/07/2014</i>	31/05/2015
Cllr Wendy Brice-Thompson	D	Local Authority (Co-Optee)	11/10/2011	

**ANNUAL REPORT OF
THE OVERVIEW & SCRUTINY
BOARD**

OVERVIEW AND SCRUTINY BOARD ANNUAL REPORT 2015/16

INTRODUCTION

This report is the annual report of the Board, summarising the Board's activities during its year of operation ended May 2016.

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 Board's activities and performance.

BOARD MEMBERSHIP

Councillor Gillian Ford (Chairman)
Councillor Lawrence Webb (Vice-Chair)
Councillor John Crowder
Councillor Steven Kelly
Councillor Robby Misir
Councillor Dilip Patel
Councillor Viddy Persaud
Councillor Carol Smith
Councillor Linda Trew
Councillor June Alexander
Councillor Nic Dodin
Councillor Barbara Matthews
Councillor Linda Hawthorn
Councillor Ian de Wulverton
Councillor David Durant
Councillor Graham Williamson

WORK UNDERTAKEN

During the year under review, the Board dealt with the following issues:

1. ONE SOURCE – ANNUAL REPORT AND UPDATE

- 1.1 The report updated the Board on oneSource's current operating position, and reviewed and monitored the progress of oneSource at the one year anniversary of the formal launch of the shared service.
- 1.2 The report also outlined oneSource's strategic aims for the next three years.

- 1.3 oneSource had developed a model that took the best from the Council's services, looked at best practice elsewhere and reflected on what customers had told them what was important to them which in turn provided a standard support service, which was consistent across both councils.
- 1.4 Members were advised that against an original predicted £4.1m savings target, oneSource had actually achieved savings of £5m for 2014/15.
- 1.5 oneSource had four corporate KPIs which were Customer satisfaction, Savings achieved, Council tax collection and NNDR collection.

2. CORPORATE PERFORMANCE REPORT – ANNUAL 2014/15

- 2.1 The Board considered a report which outlined the Council's performance against the corporate performance indicators and annual targets for 2014/15 according to the five Living Ambition goals of last year's Corporate Plan.
- 2.2 The report identified where the Council was performing well and not so well. Where the Council was performing not so well corrective action had been included in the report highlighting what actions the Council was taking to address poor performance, where appropriate.
- 2.3 Also attached to the report, for the first time was a Demand Pressure Dashboard illustrating the growing demands on Council services and the context that the performance levels set out in the report had been achieved within.
- 2.4 Also included in the report were the proposed targets for 2015/16, to allow further comparison of the target against last year's outturn.

3. CORPORATE PERFORMANCE INDICATORS REVIEW

- 3.1 Discussions had taken place between the Chairman and the Council's Head of Business and Performance on how performance indicators were fed back to the Overview & Scrutiny Sub-Committees.
- 3.2 Members noted that each Sub-Committee would receive a report covering performance areas that were bespoke to the Sub-Committee's terms of reference similar to the dashboard statistics that had been included with Annual Report mentioned in the last agenda item. The narratives to each performance indicator would also be much richer in information giving Members a better picture of where targets were being met/not met and the corrective action that was being taken.
- 3.3 The Board would continue to receive the full pack of performance indicator information.

4. SICKNESS ABSENCE

- 4.1 Members of the Board had met with representatives of Human Resources to receive updates on sickness absence and Human Resources attended a Board meeting to update Members.
- 4.2 There had recently been a downward trend in the amount of sickness absence due to Human Resources working closely with managers, timely reviews and Occupational health interventions.
- 4.3 Members noted that the two main areas of sicknesses were those of a mental health nature or muscular skeletal.
- 4.4 The Board continued to monitor sickness absence levels in conjunction with officers.

5. VOLUNTARY SECTOR STRATEGY REVIEW

- 5.1 In October 2015 Members received a presentation on the progress that had been made in respect of the Voluntary Sector Strategy Action Plan since it had been approved by Cabinet in June 2015.
- 5.2 Members were reminded that in October 2014, the Council published a draft Voluntary Sector Strategy for consultation. An independent consultant was appointed to lead the consultation process which comprised 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.
- 5.3 The Board continue to monitor the Voluntary Sector Strategy Review in conjunction with officers.

6. ANNUAL OMBUDSMAN LETTER

- 6.1 The Board considered the contents of the LGO's Annual Letter along with its accompanying statistics and agreed no further action was necessary.

7. THE COUNCIL'S FINANCIAL STRATEGY

- 7.1 In February 2016 the Board received a report and presentation which outlined the context within which the 2016/17 budget was being set and identified the Council's overall policy direction, statutory duties and financial strategy.

- 7.2 The Council's budget needed to reflect the level of funding allocated to it by the Government. Cabinet had received reports in November and December 2015 that provided an update on developments at the national level and the consequential impact on local government funding and set out information on the financial position within Havering.
- 7.3 The November report also set out the Council's long term financial strategy to manage the implications of funding reductions and cost pressures over the next three years. It contained specific proposals to bridge the funding gap for the next two years, but left a funding gap of £2.4m in 2018/19 which required further steps to be taken in order to close that gap.
- 7.4 A further report had been made to Cabinet on 20 January 2016 which updated Members on the Local Government Financial Settlement, the impact on the proposed financial strategy for the coming financial year and the latest in year financial monitor. The report advised Cabinet that the three year funding gap had increased from £2.4m to £12.5m including £5.6m relating to 2016/17. The draft strategy recommended in the report included a range of additional measures which were intended to bridge the gap for 2016/17. Further reports would be made to Cabinet during the course of 2016/17 to consider the options for bridging the gap for the financial year 2017/18 and beyond.
- 7.5 In addition to the report members received a presentation from the Deputy Chief Executive which detailed the Government's settlement and the demand impacts this would have on Havering's budget strategy. The presentation detailed the authority's position pre and post settlement.
- 7.6 Following the presentation Members sought and received clarification on several items of the presentation from the Deputy Chief Executive. However, Members had no specific comments regarding the budget strategy and its demand impacts that they wished to put before Cabinet at its meeting on 10 February 2016.

8. CORPORATE PERFORMANCE INDICATORS

- 8.1 Throughout the year the Board continued to receive the Quarterly Performance Reports that had previously been reported to Cabinet and Demand Pressure Dashboards which illustrated the growing demands on Council services and the context that the performance levels set out in the reports had been achieved within.
- 8.2 As mentioned previously in this report each Overview & Scrutiny Sub-Committee would now receive a report covering performance areas that were bespoke to the Sub-Committee's terms of reference.

9. OVERVIEW & SCRUTINY SUB-COMMITTEE/TOPIC GROUPS UPDATES

- 9.1 Throughout the year the Board continued to receive updates from the Chairmen of the Overview and Scrutiny Sub-Committees of the work that each Sub-Committee was dealing with.
- 9.2 The Board also received updates throughout the year of the work of the various topic groups that had been set up by the Sub-Committees to scrutinise the Council's and its partners work.
- 9.3 The Board also received updates on the work of the Debt Recovery topic group which had been set up independently to consider the Council's outstanding debts with a particular reference to Council Tax and NNDR historical debt.
- 9.4 The Board also held a special meeting in April 2016 to consider the Interim Report of the Debt Recovery Topic Group.

10. CALL-INS

- 10.1 During the year the Board considered four call-ins on the following subjects:
- 10.2 Call-in of Cabinet decision concerning outline proposals to address early years, primary, secondary and SEN rising rolls - phase iii and iv expansion programme.
- 10.3 Call-in of Cabinet decision of Romford Market Transformation Programme.
- 10.4 Call-in of Cabinet decision of Attestation of Parks Protection Officers.
- 10.5 Requisition of Executive Decision 16/48 - Preventing damage and injury in parks and open spaces.

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 Board can impact on all members of the community, there are no implications arising from this specific report which is a narrative of the Board's work over the past year.

BACKGROUND PAPERS

Minutes of meetings of the Overview and Scrutiny Board 2015/16.

**ANNUAL REPORT OF
THE CHILDREN & LEARNING
OVERVIEW & SCRUTINY SUB
COMMITTEE**

Children and Learning Overview and Scrutiny Sub-Committee Summary of work undertaken 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 2016.

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 Gillian Ford (Chairman)
Councillor Carol Smith (Vice-Chair)
Councillor Joshua Chapman
Councillor Philippa Crowder
Councillor Jason Frost
Councillor Nic Dodin
Councillor JohnWood
Councillor John Glanville
Councillor Keith Roberts

Statutory Member representing the Churches:

Lynne Bennett (Church of England)
Jack How (Roman Catholic Church)

Statutory Members representing parent governors:

Emma Adams (Primary)
Lynda Rice (Secondary)
Julie Lamb (Special)

Non-voting members representing local teacher unions and professional associations:

Linda Beck (NAHT)
Ian Rusha (NUT)
Keith Passingham (NASUWT)

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

1. Leadership and Management

At its meeting in July 2015, the Sub-Committee received a presentation on the vision of leadership and management in schools. It was noted that the findings showed that almost 25% of schools received a Grade 3 (requiring improvement); this was much higher than the London or national figures.

A review of OFSTED reports was carried out and a number of figures and percentages would be amended to become more attainable. It was found that some inspection results had appeared inconsistent and this was being investigated.

2. Special Educational Needs (SEN) Transport

A presentation on SEN Transport was received at the July 2015 meeting. The Sub-Committee was informed that Learning and Achievement commissioned the service and Asset Management Services operated the service. It was noted that Asset Management Services had made savings in the region of £600,000, and this had impacted on the travelling time (the longest journey had increased to 1.5 hours each way).

SEN Transport was also provided to Redbridge and Barking & Dagenham. The costs recovered were put back into the service. This reduced the unit cost for Havering pupils.

The Sub-Committee noted that each vehicle had a trained escort on hand and each had been trained to cope with any issue that arose, with the children, during the journey.

At its meeting in May 2016, a report was received setting out the progress to date in addressing issues in Havering Special Educational Need and Disability Transport Offer. It was noted that there were 402 children and young people who were transported in the borough, and the cost of this was rising.

Assessments for travel training were being carried out with young people together with more work with families as to how the cost of the transport could be reduced as well as the demand. It was noted that there were only 12 young people that were collected from a meeting point other than their home, and some could possibly, with training, also use the meeting points. This would be more efficient and the journey times would reduce. Independent travel was also an option for some individuals. A meeting would be held with parents as well as the Heads of Special Schools and the college to get a greater investment in independence. It was appreciated that this would be stressful and could cause anxiety to some children and young people and so would not be suitable for all. Meeting points would be used in a robust way and it was agreed that this was not a "one size fits all".

The Sub-Committee requested a question and answer sheet be sent to all parents informing them of the consultation as undertaken with the previous review. Positive Parents had reported that they communicate with their

members, and also SENCO's, special schools and colleges. There had been issues in information being passed on from SENCO's in mainstream schools. It was noted that the tender process was commencing for the travel training provide and Positive Parents were welcomed to join the panel in agreeing the way forward.

3. Children, Adults and Housing : Annual Complaints Report

At the September 2015 meeting, the Sub-Committee received the Annual Complaint Reports for areas within its remit:

Learning and Achievement - The Sub-Committee noted that the number of complaints had increased. The timescales for responses had also risen from ten to fifteen days following an internal process review. It agreed that outcomes needed to be included and recorded as there may be cost implications.

Children and Young People's Service - The Sub-Committee agreed that benchmarking on communication would be useful. It was stated that all staff needed to report compliments as these needed to be recorded centrally as it would increase confidence in the service.

4. School Standards Report

At its meeting in January 2016, the Sub-Committee received an overview of the main features of the School Standards Report 2015. It was noted that one Havering Primary Academy was below the Department for Education (DfE) floor standard and one Secondary in the borough was not reaching the national meridian.

With the exception of the London Borough of Bexley, Havering's statistical neighbours were from areas outside of London. Havering was also the only London borough that had decreasing wealth and growing deprivation among its cohort of pupils.

The Sub-Committee noted the performance and attainment of each key stage. It was informed that the attainment gap encountered by disadvantaged children had reduced in Havering and the school performance of children entitled to free school meals was in line with the national average.

OFSTED grading for early years providers had exceeded targets and Havering was above the national average. This was attributed to more robust monitoring of early years settings and providers. On the Good and Better Schools rating however, Havering was on a downward trajectory and was ranked 147th of 152 Local Authorities nationally. The reasons for this were unclear and the Sub-Committee had been informed that good outcomes for Havering primaries were often not reflected in OFSTED inspection. It was noted that OFSTED criteria had changed with three different frameworks having been used in recent years. This was not however an excuse for poor performance as OFSTED was a national programme of inspection.

It was noted that all OFSTED reports for Havering schools over the last four years had been analysed but there were no obvious reasons for the low OFSTED appraisals. Officers therefore felt that leaders and managers in schools had not been adequately prepared for OFSTED inspections. Preparations for OFSTED inspections were being targeted.

5. Self-Evaluation Form (SEF) for Hacton Primary School

At the meeting of the Sub-Committee in January 2016, a self-evaluation form for Hacton Primary School was reviewed. In a recent OFSTED inspection the school had been rated as outstanding. Whilst there was no longer a statutory requirement on school to produce a self-evaluation form, many still did, using various formats.

It was noted that forms would be presented to Governors of schools who were due to be inspected to feed into the final version and also shown to the Local Authority.

6. Budget Challenges

The Sub-Committee at its meeting in January 2016, was informed that a further 3,000 children were expected to arrive into Havering's primary schools. These projections were based on known housing developments in the borough and existing birth rates. A rise in secondary children was also projected.

Havering was the only London borough with a rising birth rate and had London's largest net inflow of children into the borough. Havering was also the only London borough with rising levels of deprivation. It was noted that the main reason for the population growth was the availability of relatively cheap housing in Havering. The number of child protection plans and looked after children were also increasing, which put pressure and demand on services.

The Sub-Committee was informed that statutory services such as the provision of new education places and school quality assurance functions were funded by the Dedicated Schools Grant and core Council funding. As more schools became Academies, this had resulted in cuts to the Education Support Grant and the total grant reduction for Children's Services in 2015 had totalled £1.8 million. Local authorities have a statutory duty to provide school places for all children within the borough however the local authority has no direct control over admissions to academies.

7. Havering Safeguarding Children's Board Annual Report.

At its meeting in January 2016, the Sub-Committee was provided with details of the Safeguarding Children's Board. It was noted that the Board looked at issues at a multi-agency level and there were increased pressure on partners such as the Police, health visitors etc. Multi-agency work on Child Sexual Exploitation was much better in Havering, as more cases were being identified, although this put more pressure on services

It was noted that statutory reporting on Female Genital Mutilation (FGM) was required and adults who had undergone FGM could also report and be offered support in hospital. It was noted that there were not large numbers of FGM cases in Havering but that the demographic profile was changing in the borough and this would be monitored

8. Social Workers Update

It was reported at the meeting in January 2016 that work on recruitment and retention of social workers would take place over the next year. Staff turnover was measured by the number of cases which had seen three or more social workers allocated to it in a year. This was noted as just under a third of cases in Havering as at November 2015.

It was noted that agency workers cost around twice the amount a permanent employee would, and there were 70 agency workers (29%) in Havering, which was over the average for London.

The service wished to allow social workers to work in a more creative way with families, systemic family therapists would therefore be brought in to help social workers work differently with families and continuing professional development for social workers would also be introduced. The aim was to achieve a better outcome for children and families. It was hoped that the pilot scheme would be reviewed at the end of March and a reduction in the use of agency staff would follow gradually in a planned way.

9. Attendance and Exclusion Data

The Sub-Committee received a report on school attendance and exclusion in the borough at its meeting in March 2016. It was noted that good school attendance was important because poor attendance was linked to poorer educational outcomes which also resulted in a safeguarding concern where a child was not in school during term time.

It was noted that unauthorised absence had fallen, as had persistent absence over the past few years. This was reflected in a higher figure for penalty notices/ fines over the past two years. The Government had changed the threshold for persistent absence from below 85% to below 90% attendance from September 2015.

Work had been progressed over the last year that focussed on improving support, challenges and protocols for schools. Measures included improving alternative provision offer for schools, strengthening the In Year Fair Access Panel (IYFAP) for young people at risk of exclusion or without a school place, and supporting the Havering Pupil Referral Service by improving the quality of the education offered in the interim.

The Sub-Committee accepted that schools had different tolerance levels whilst also recognising that the value of service provided by the IYFAP to children in

Year 7 to Year 10. It was noted that the use of fixed term exclusions could work positively to reduce permanent exclusions. A threshold document on exclusions with three different levels, support and examples of intervention was being produced.

The Sub-Committee was informed that in Havering, the issue of taking children out of school for holidays in term time continued to be a concern and from the latest data available, it outlined that Havering schools were still authorising more absence than schools in London and England averages. It was noted that in relation to exclusions, head teachers had the power to exclude pupils for any breaches of the school behaviour policy. Concerns around educational outcomes and safeguarding for pupils who were excluded meant that the Local Authority had a legal duty to provide alternative education for such pupils who were permanently excluded.

10. Overview of School Admissions and Expansion Plans, Not in Education, Employment and Training (NEET) and the Raising of Participation Age.

School Admissions - At its meeting in March 2016, the Sub-Committee received a presentation on the progress relating to the School Admissions Procedures and Schools Expansion Programme. It noted that in Havering, an additional 2,700 permanent Primary school place had been created in all year groups from 2011/12 – 2015/16. The borough had experienced the largest net flow across all London Boroughs.

It noted that the School Admissions Code was the statutory guidance for Admission Authorities, Governing Bodies, Local Authorities, School Adjudicators and Admission appeals Panels. The purpose of the Code was to ensure that all school places including academies were allocated and offered in an open and fair way. The Code imposed mandatory requirements on Local Authorities.

Every school had its own admission arrangement which clearly outlined how children would be admitted, including the criteria that would be applied if there were more applications than places at the school. Admission Authorities were to set the admission arrangements annually. Where changes were proposed to the admission arrangements, the admission authority must have first publicly consulted on those arrangements. The consultation period allowed parents, other schools, religious authorities and the local community to raise any concerns about the proposed admission arrangements.

The Sub-Committee noted the normal admission rounds and the national offer days for both Secondary and Primary places.

School Expansion – The Sub-Committee noted that a draft Commissioning Plan for Education Provision was approved by Cabinet in March 2015 and was consulted on across the borough between April and June 2015, to gather the views from education providers, residents, parents and other stakeholders on proposals that would help address the needs identified. There were a total of 824 completed questionnaires, of which over 700 were completed online.

The report highlighted that over 80% of all respondents agreed with the principles that guided the commissioning proposals. It was noted that each expansion proposal would need to be answered positively before the statutory processes could commence. The statements were:

- The school could be expanded as there was scope to create additional accommodation on site
- The school was located accessibly to where there was an increased pressure on places.
- The school was educationally secure and resilient with the capacity to manage a significant increase in size without adverse impacts on standards.
- There was a clear aspiration on the part of the school to manage the expansion.
- The expansion would provide good value for money.

It was noted that the Statutory Consultation process would run parallel to any planning applications and would be published following successful planning permission approval.

Not in Education, Employment and Training (NEET) and the Raising of Participation Age – The Sub-Committee was informed that in 2015, the Government increased the age to which all young people in England must continue in education or training; requiring them to continue until their 18th birthday from 2015. Young people had a choice about how they continued in education or training post-16, which could be through full-time study in a school, college or with a training provider; or full-time work or volunteering (20 hours) combined with part-time education or training; or an apprenticeship or traineeship scheme. LA's also have a duty to secure sufficient suitable education or training provision up to the age of 25 for those with a learning difficulty assessment.

It was noted that most young people continued in education or training after they finished Year 11, because it gave them the best chance of getting the skills and qualifications that employers and universities required. The report however mentioned that the small group of young people not participating included some of the most vulnerable.

The Local Authority had a duty to encourage, enable and assist young people to participate in education or training which still applied. Young people's participation was a key element of these duties. Local Authorities were required to collect information about all young people so that those who were not participating, or were NEET, could be identified and given support to re-engage.

The Sub-Committee was informed that the strategic priorities for post-16 were:

- The continued support in the growth in participation of 16 year olds staying in education, monitoring participation rates and trends.

- The increase in the number of 17 year olds participating in education and training, that made a positive transition from year 12 to 13.
- The increase in the range and quality of Traineeships and Apprenticeships opportunities available across all levels.
- To promote participation of all 14-19 year olds particularly those most vulnerable and ensure that appropriate mix and balance of provision was available for all Havering residents, particularly those in vulnerable groups.

It was noted that the partnership in Havering between colleges and schools, where the colleges guaranteed places for suitably qualified applicants had proved to be valuable in ensuring places for young people in Havering.

11. Implementation of Special Educational Needs and Disabilities (SEND) reforms under the Children and Families Act 2014

At its meeting in May 2016, the Sub-Committee received a report setting out the progress to date in implementing the reforms brought about by the Children and Families Act 2014 in respect of children and young people aged 0-25 with special educational needs and disabilities (SEND). It noted that some aspects of the legislation sought to bring about a cultural shift towards a more person centred approach, greater inclusion of children and their families and some specific tasks and functions that must be acted upon.

All Local Authorities were required to publish in one place, a clear and easy-to-understand “local offer” of education, health and social care services to support children and young people with SEND and their families. Havering had a local offer, which had received feedback from users and their families, and was now looking to review and refine the information available as a result. A Local Offer Panel and Steering Group had been established and continued to meet to oversee the future updating and development of the local offer.

It was noted that the Education, Health and Care (EHC) plans had replaced the Statements of SEN and Learning Difficulty Assessment (LDA). The process of assessments and work was underway to convert all existing statements to new EHC plans. The plans were now more outcomes focussed and better for the child. Officers stated that approximately a third of conversations had taken place in half the time period. It was noted that not all plans were in the correct format and positive feedback had been received from partners on improvements.

A number of concerns were raised at the meeting, including a request for parents to be involved in any working groups for the local offer and that the local offer also signpost to out of borough provisions. Other concerns were around trained and independent supports to assist parents together with the issues of personal budgets which, up until now, had not been allocated to anyone, as the form distributed, already had the “no” box ticked.

12. Corporate Performance Indicators

At its meeting in January 2016, the Sub-Committee received the thirteen corporate performance indicators for Children and Learning for Quarters 1 and 2 of 2015/16. It noted that nine were classified as Green and three as Red. Areas for improvement included the time children took to reach adoption but there were very low numbers of children involved. In terms of children leaving care but not in education, employment or training, Havering was behind its target but continued to perform better than its statistical neighbours.

At its meeting in May 2016, the Sub-Committee received the corporate performance indicators for Quarter 4 of 2015/16 relevant to its remit. It noted that under the “People will be safe, in their homes and in the community” there were eight indicators. Three were classified as Green and five as Red or Amber. Under the “Our residents will be proud to live in Havering” there were five indicators all of which were classified as Green. The Sub-Committee noted that the apprenticeships remained on the increase as an attractive post-16 option amongst young people who want to secure employment rather than continuing on with A Levels or go to university. It was agreed that growth needed to be improved and that some adjustments needed to be made to how the indicators were recorded and reported.

13. Multi-Agency Safeguarding Hub (MASH)

A presentation on the Multi-Agency Safeguarding Hub (MASH) was received at the meeting of the Sub-Committee in April 2016. The purpose and how the MASH worked was explained. This was the front door service for the Children and Young Persons Service and a triage team for all referrals. Referrals were given a BRAG priority (Blue – no further action necessary, Red – immediate safeguarding issue and decision with 4 hours, Amber – decision within 24 hours and Green – decision within 72 hours and Early Help referral).

The partners of the MASH and its key functions were explained. It was noted that a LEAN review had taken place following a high volume of cases going through the MASH, with a high level of referrals processing to social work assessments. This had resulted in a streamlined business process with a reduction in paper and with 28% of all referrals requiring no further action.

The Sub-Committee was informed that there were good intelligence across the three Child Sexual Exploitation Police boroughs, and both borders and liaison was good. There were good tracking and triangulation to gang work and established relationships with other borough MASH. It was hoped with the introduction of the Early Help service, this would assist with the flow at the front door. The service was looking to support families to become independent and if a family re-presented at the front door, investigations would be undertaken to find the correct threshold for that particular family. The benefits to the service would be a reduction in case loads and more successes.

14. Early Help

The Sub-Committee received a presentation on the Early Help service at its meeting in April 2016. The definition of Early Help was defined as:

- To holistically engage with families at the earliest opportunity, offering the right service at the right time.
- Reduce the demand for complex services.
- Increase positive outcomes.

It was noted that the creation of one Early Help service had brought together a number of teams. Since its creation there had been an increased number of referrals to the Early Help Service with greater number of cases being managed by partner agencies. This also reduced the number of cases needing statutory interventions and services.

The Sub-Committee was informed that the service needed to be more flexible and that all family situations were different. The service was delivered in a more cost effective way. The new structure would create a service that was able to deliver its objectives in a reduced budget; the offer for under 5's would provide a "hands-on" style of delivery. A holistic service would be delivered to build resilience within families, and a lighter assessment tool would give practitioners more time with families.

It was noted that Early Help would be available from birth, with information being available at the midwife stage. There would also be liaison between pregnant girls on the Youth Offenders Team and day care/ nursery settings. Intelligence was key in ensuring that early help was in place to improve the outcomes for the whole family. "Outcome Stars" would be given to each family, which would be used to visualise the work, set goals and aspirations and could carry out an assessment on their progress. The "outcome star" provided a grade against 5-6 demands which were reviewed on a 6-12 week basis. It was hoped that a shift would be seen over the review period with more cases being stepped down to Early Help.

15. Demand Management Cluster Navigator

At its meeting in April 2016, the Sub-Committee received an update report on Demand Management and the Cluster Navigator Pilot. Following an increase in demand across children's services over recent years it had been necessary to find ways of stabilising and/ or reducing this demand. The cluster navigator was a demand management pilot funded for the academic year 2015/16, and so had only been in operation for two terms. It was noted that whilst the primary and secondary phases were working well, the link with Early Years' settings was not fully embedded.

It was noted that the schools involved had welcomed the post of the cluster navigator, as it had reduced their frustration about the identification of service; it had given them access to support and demystified the changing face of the

local authority and they felt more able to identify key contacts that could support families.

16. Pupil Premium

The Sub-Committee received a briefing paper on the Pupil Premium Grant (PPG) at its meeting in May 2016. The coalition government in 2011 had introduced the Pupil Premium funding. The purpose of this targeted investment was to close the performance gap between disadvantaged pupils and their peers. These gaps had proved to be persistent and slow to narrow. In return for these significant levels of investment, schools and governors were held accountable for the impact of the expenditure and for reporting to parents.

The eligibility criterion for PPG was:

- Any child who had been entitled to Free School Meals (FSM) at any point in the last six years (“Ever 6”);
- Children looked after for more than six months continuously at any point in the child’s history;
- Children who had been adopted from local authority care;
- Any child whose parents were serving in the armed forces.

It was noted that Havering’s figures overall were lower than the national average with 22% in primaries and 26% in secondary, compared with the national figures of 26% in primary schools and 29.7% in secondary schools. The variation across schools in Havering was varied with the lowest PPG eligibility in 2015-16 was 3.3% and the highest was 53%.

The Sub-Committee noted that nationally the government was spending £2.5 billion a year on this initiative which equated to approximately 6% of the schools budget. The rates for each category and allocation for Havering for the financial year 2016-17 was explained. Schools had to publish online details of their pupil premium allocations, their plans to spend it in the current year and the impact of their actions.

Areas where the local authority could provide support was explained, albeit, often as a voluntary traded arrangement. These included quality assurance teams visiting the schools to explore the use of PPGs, actions, outcomes and impacts. Training events on effective use of PPG for school leaders, governors, teachers, including the sharing of effective practice were also set up. All of these areas were well received. Pupil Premium “Health Checks” or full Pupil Premium Reviews in schools, on a traded basis were very successful and reviewed a number of areas including: Raiseonline, schools website, schools policy, governor’s accountability, budgets and data systems. OFSTED also used the PPGs as a feature of schools with high aspirations and attainment levels.

17. Traded Services

At its meeting in May 2016, the Sub-Committee received a presentation on Education Traded Services. It was noted that this was a brand for both statutory and non-statutory services provided by the local authority to education providers. The expertise ranged across a number of specialist areas including:

- Leadership and Governance
- School Improvement and Curriculum
- Facilities, Technical and Asset management
- Administration and Finance
- Pupil and Staff Wellbeing

The portfolio of traded support services comprised 30 individual service providers spread across four service directorates. I.e. Children, Adults and Housing, Culture and Community, Communities and Resources and OneSource. Eleven of these traded services operated in the Learning and Achievement service.

It was noted that the customer base including 100% buy in from Havering primary schools, with the majority of Havering secondary schools continuing to purchase support services from the Council even though most of them had converted to academy status. There were also 63 non-Havering Schools and settings based in 10 Local Authorities purchases one or more services and booked training course with the Havering service providers in 2015/16. It was however noted, that there were a number of challenges faced by the service.

18. Joint working with Health Overview and Scrutiny Sub-Committee

The Sub-Committee has on two occasions during the year under review (October and April) met jointly with the Children and Learning Overview & Scrutiny Sub-Committee in order to scrutinise matters relating to children's health. Matters scrutinised included the Children's Phlebotomy Service at Queen's Hospital where useful discussions were held with clinical staff from BHRUT. The Sub-Committee also scrutinised the Children's Emergency Pathway at the Trust and it was noted that some 36,000 children per year were treated in A & E at Queen's Hospital. The pathway and methods by which children were treated in A & E was explained in some detail to Members and included issues such as child protection and the transitioning of cases to more specialist hospitals if required.

Female Genital Mutilation (FGM) – The Sub-Committee was briefed by a Consultant Obstetrician at BHRUT on how the Trust dealt with issues of FGM, which were not as common in Havering as in areas of central London etc. Discussions with the Consultant and with the Council's Assistant Director – Children's Services covered areas including child protection investigations, training for staff on identifying suspected cases of FGM and the role of the Multi Agency Safeguarding Hub.

Amy Winehouse Foundation – The Sub-Committees were pleased to meet with the Resilience Programme Director of the Amy Winehouse Foundation who explained the work the Foundation undertook in a number of Havering schools to try and assist young people who may be vulnerable to substance abuse issues. The Foundation arranged workshop in schools for years 9, 11 and 12 focussing on self-esteem and related issues,

Other issues scrutinised – The Sub-Committees also scrutinised areas during the year including the availability of training for GPs on areas such as children's dermatology and respiratory conditions. The transfer of 0-5 services whereby the Council had recently taken over responsibility for commissioning of health visiting and family nurse partnership services was also scrutinised. The Sub-Committees also scrutinised the Council's Local Offer of services to young people and the website supporting this. The role and take-up of personal budgets for young people in Havering was also scrutinised in conjunction with officers from Children's Services.

19. Any other Business

At its meeting in July 2015, it was noted that the Chair, Cabinet Lead and Head of Service had met with four schools in the new process of meeting with all Head Teachers and Chairs of Governing bodies

It noted at its meeting in September 2015 that Abbs Cross Academy had gone into special measures due to safeguarding issue. Discussion had taken place with the Chair of Governors about safeguarding and the OFSTED report which confirmed that no children were at risk. The Sub-Committee was informed that discussions with other Academies regarding safeguarding would be put in place.

During the year the Sub-Committee concluded the work of the Educational Attainment Topic Group. In scrutinising educational attainment in Havering, it was agreed that the group would not look at where individual schools were within the published league table, but to focus around the educational values in the borough as a whole.

As a result of the Lead Member and Scrutiny Chair reviews, members investigated how "English not the first language" was supported and how the schools worked with the local authority to maintain levels. The Local Authority provided buy-back access to the English as an additional language service. It was noted that all primary school in Havering used the service as did half of the academies.

A number of recommendations were made as a result of the topic group.

**ANNUAL REPORT OF
THE CRIME & DISORDER
COMMITTEE**

CRIME AND DISORDER SUB-COMMITTEE – ANNUAL REPORT, 2015/16

INTRODUCTION

This report is the annual report of the Sub-Committee, summarising our activities during its year of operation ending May 2016. 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 Ian de Wulverton (Chairman)
Councillor David Durant (Vice-Chairman)
Councillor Ray Best
Councillor John Mylod
Councillor Garry Pain
Councillor Linda Van den Hende

During the year under review, the Sub-Committee met on 4 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 had received an update on the work of the London Community Rehabilitation Company in July. The big change introduced by MTCnovo had been the introduction of a new operating model which included working with offenders in cohorts. These cohorts were:

- 18-25 year old males;
- 26-49 year old males;
- 50+ males;

- Women;
- Mental health and intellectual disabilities (as the primary presenting need);
- Community payback remained as a distinct service delivery arm.

2. Work in Partnership with the Police

The Sub-Committee had looked at the issue of search warrants. They had been assured that the changes in the Magistrates Court had not had an adverse effect on the local police. In a normal week 5 to 6 warrants would be obtained, mainly in respect of drugs.

MOPAC had set the Metropolitan Police seven targets to achieve over a four year period ending march 2016. Operation Omega had had a significant effect on the borough with violent crime reducing in Romford Town Centre. The one constant in previous years had been the effect of the We R Festival on Theft from Person. Improved policing at the festival had reduced the numbers of reported crimes from 100 to 26.

An increase in domestic violence had been noted.

Crime figures for the Christmas and New Year period had been down, and a contributor to this had been the increased use of Section 35 notices with 180 being issued in October, November and December.

3. Violence Against Women and Girls Strategy

The Sub-Committee were advised that there had been a 12.4% rise in reported and recorded incidents in 2015/16. This had included 306 additional domestic incidents and 231 domestic crimes.

Referrals to MARAC had also increased over the same time period. Whilst Havering's arrest rate had been one of the worst in London, their successful prosecution rate was the highest (80% compared to an average of 65% across London).

The Metropolitan Police had launched Operation Dauntless targeting prolific offenders to act a deterrent.

4. Reducing Re-Offending Strategy

The Havering Community Safety Partnership had created a Reducing Re-Offending Board which was supported by three Panels, Integrated Offender Management, Serious Youth Violence and Drug Intervention Project.

The sub-committee had been advised that:

- The total socio-economic cost of crime in Havering in the last 12 months had been £100,171,414;
- There had been 15,845 recorded crimes in that same time period;

- Of those 15,845 crimes just 20.3% had been detected by the police; and
- Out of those 3,141 offences which had been detected only 2,544 individuals had been accused.

The Sub-Committee had concurred with the concept that there must be consequences for breaking the law and supported the reforms pointed out in the 'Breaking the Cycle' proposal that had insisted there must be a better deal for victims.

Officers had undertaken an assessment of the Adult Offenders which had revealed:

- 85.1% of offenders were male. However, Havering had the highest proportion of female offenders in London;
- 63.9% of offenders were aged between 26 -49;
- Havering had the second highest proportion of 21-25 year old offenders in London (Havering 18.6%, average 16.3%);
- Violence against the person was the most frequent offence (29.7%) and accounted for half of the 2014 socio-economic costs £55,460,640;
- Almost 1/5th of known offenders who had committed crime in Havering had been from Barking and Dagenham; and
- Havering had the highest percentage of burglars of all London Boroughs testing positive for cocaine, more than one and a half times the regional average (27.3% compared to 15.3%).

The Sub-Committee would be reviewing regularly the work of these Panels to see what progress was being made.

5. **Youth Offending Service**

In December 2014 the Council had taken back in-house the provision of the Youth Offending Service. In that time significant progress had taken place improving the outcomes for the recipients of the service. A recent inspection had identified a number of key strengths identified, including effective assessments of offending behaviour and risk of harm to other, as there were established links and joint working with the police and community safety. Parents/ carers were fully involved in assessment and planning, and were seen as being a central support to the child or young person; case managers' detailed knowledge of barriers to working with the YOS and individual preferences of children and young people had led to effective compliance and engagement; children and young people having access to a range of specialist service including substance misuse, emotional and mental health and mentoring.

Across London the case load had become more complex, with Havering having 28% reoffending rate, low compared to our neighbours statistically.

The Sub-Committee would continue to scrutinise the work of the Youth Offending Service to check that progress was still being made.

7. Serious Youth Violence

Havering had the fourth highest increase in London for Serious Youth Violence in 2014/15. They were also the 10th Highest volume of firearms discharged, although this had included air rifles.

Of greater concern was the increase in knife crime resulting in injury, with 65 victims in 2014/15.

Partners were investing a lot of time and resources to tackle these issues. In recent years Havering has seen an influx of gang members from other London Boroughs, 52 young people in Havering were being monitored on a regular basis, as being gang affected or gang active. Of these 20 nominals had appeared on the Trident Gang Matrix.

The Sub-Committee would be regularly monitoring activity to ensure the problem was being managed successfully.

8. Imprisonment of those with Mental Health issues

The Sub-Committee had identified the treatment of those offenders with mental health issues was an area which deserved to be scrutinised. Over the year members have met with different agencies to identify the specific points of contact and how agencies worked together to ensure those offenders with mental health issues were dealt with correctly.

The Topic Group has met on six occasions meeting representatives from the Metropolitan Police, Youth Offending Service, NELFT, National probation Service, London Community Rehabilitation Company, CCG, Public Health and NHS England to gain a sense of the roles played by the individual Partners and assess how well they work together and identify any areas of concern.

The Topic Group will be meeting on one further occasion to pull everything together and hear how other agencies deal with these offenders.

9. Other Areas covered

The Sub-Committee had also received reports on:

- The information available from the MOPAC dashboards,
- Performance indicators
- Psychoactive Substances Bill;
- Drug Misuse and Alcohol Strategies;
- The Annual Prevent Plan;
- Parking Across Residential Driveways; and
- An update on the latest Strategic Assessment.

The work plan for 2016/17 would reflect the priorities identified in the Strategic Assessment.

10. Town Centre Visit

Back in September 2015 the Chairman and Councillor Best spent an evening with the Metropolitan Police touring Romford Town Centre.

The evening had been incident packed with a heavy police presence. The opportunity had been taken to see how the ID scanners work and staff at one of the venues demonstrated this and ran through the benefits for both the venue and crime prevention.

Whilst visiting the Goose Public House and talking to the security staff those on the visit were able to see the police in action attempting to calm down a potentially explosive incident. On this occasion the suspect lost control and threw a punch at a police officer. He was taken into custody and taken to Romford Station. This simple action took three officers away from the Town Centre for approximately 45 minutes.

The Police were busy heading off potential trouble handing out section 35 notices. Towards the end of the evening another serious incident outside Fiction was headed off by the prompt action of the police. On this occasion the suspect was released once he had calmed down.

11. Delivering Integrated Mental Health Care in The Criminal Justice System

On 10 November 2015 the Chairman attended a conference dealing with the above. The theme of the conference fitted well with the work of the Topic group. Speakers at the conference were constant in their belief that the Bradley report: 'Lord Bradley's review of people with mental health problems or learning disabilities in the criminal justice system', published in April 2009 was one of the most important documents published in the last twenty years regarding the treatment of people with mental health problems or learning disabilities in the criminal justice system.

One area of concern at the conference and in the work of the Topic Group was the failure to take full advantage of Mental Health Referral orders by the courts. The reason being the failure to provide adequate reports through in adequate staffing.

Councillor Ian de Wulverton
Chairman

**ANNUAL REPORT OF
THE ENVIRONMENT OVERVIEW &
SCRUTINY SUB COMMITTEE**

Environment Overview and Scrutiny Sub-Committee Summary of work undertaken 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 2016.

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 Barbara Matthews (Chairman)
Councillor Alex Donald (Vice-Chair)
Councillor Carol Smith
Councillor Michael White
Councillor Barry Mugglestone
Councillor Patricia Rumble

During the year under review, the sub-committee met on four occasions and dealt with the following issues:

1. Waste Minimisation Challenges

The Sub-Committee received two presentations at its meeting in June 2015 on Waste Minimisation. One from the Managing Director of East London Waste Authority (ELWA), which set out the tonnages and financial aspect of the current 25 year PFI contract with Shanks. The Sub-Committee noted the breakdown of costs and where these were attributed. The largest area of concern was the tonnage, which was 64%. This was over and above any other cost. ELWA had, where possible, made savings on staffing and subsidiary sites, but were unable to make any more meaningful savings.

It was noted that even if recycling was to increase, this would not reduce the overall waste produced; it would just be diverted to a different stream. This would still be included in the weight fee regardless of whether waste was residual or recycling. The cost of every tonne of waste that crossed the weighbridge was approximately £44, together with £67.60 landfill tax. For every 1 tonne of waste not collected, and not sent to landfill would save £111.66. The Sub-Committee agreed that alternative measurable solutions needed to be put in place.

The second presentation received was on waste prevention. The ideal hierarchy for waste to enter relevant streams was discussed. This hierarchy was as follows:

- Waste Prevention
- Re-use
- Recycling/ composting
- Energy Recovery
- Disposal

It was noted that 70% of all waste was from households with the other 30% coming from parks, street cleansing and highways. There were not only financial impacts but also environmental impacts. Over 40% of all waste nationally was food waste. In Havering, food waste was approximately 45-48%. The National “Love Food Hate Waste” campaign had been supported in Havering with over 6000 people going through the cooking workshops. Other campaigns had also been introduced, including Home Composting, repairing of clothes, repairing of electrical items, real nappies scheme and educating households.

It was agreed that a topic group would be established to look at waste minimisation in the borough.

(a) Waste Minimisation Topic Group

At its meeting in June 2015, the Sub-Committee agreed to establish a topic group to look at waste minimisation in the borough. It wished to understand the current waste collection contract and to investigate any alternative solutions available to reduce the tonnage collected. This would mitigate future increases in the levy which had traditionally been between £0.5 and £1 million per year.

The group met with officers and discussed the current waste contract. It was noted that East London Waste Authority (ELWA), who were responsible for the waste contract, was made up of four boroughs, Havering, Barking and Dagenham, Redbridge and Newham. ELWA produced a total tonnage of 440,829 tonnes of waste a year. Havering contributed 108,491 tonnes of municipal waste in 2014/15.

A breakdown of the contents of black sacks across the different households within the Borough was provided. It was noted that the national picture for food waste showed that on average 60% was “avoidable, 17% was “possibly avoidable” and 23% was “unavoidable”. Food was a large contributor to the tonnage of waste. The group agreed that a borough campaign should be established where residents were educated about how to reduce the amount of food they wasted. It was felt important that the emphasis on how much each householder contributed to the waste stream, how this can be reduced as well as the rising costs of waste disposal and how this contributed as part of their Council Tax bill.

2. Trees and Weeds Programme

At its meeting in September 2015, the Sub-Committee received an interesting presentation on the current maintenance programme for weeds and trees in the borough. It was noted that the cost to remove weeds on the carriageways in the borough was approximately £76,000 per annum. The roads were sprayed four times a year, during the growing season March to October. Each period of spraying took approximately 7-8 weeks, and it took up to 21 days for the weeds to die back once they have been sprayed. At times of inclement weather when the herbicides were not as effective, the teams manually removed weeds from the roads.

It was noted that there was in excess of 273,000 trees in the borough, made up of various species. The cost of the maintenance and pruning was approximately £530,000. All highway trees were scheduled for pruning as part of the Whole Street Pruning Programme. This was either three or five years depending upon the size and species of the tree. Trees were inspected prior to any pruning to confirm the works required to maintain the tree. During these inspections further information was gathered about each individual tree, including the species, current size and any damage to the tree. All this information was stored on a database and was used to provide an up to date record of the management of each tree. This information was used to plot the history of the tree, along with any complaints, insurance queries and amenity value.

3. Fly tipping Prosecutions and Enforcement

At its meeting in September 2015, the Sub-Committee received a presentation on fly tipping and enforcement. The removal of fly tipping had a large financial impact on the Council. A number of graphs were discussed which set out the number of fly tips reported in Havering, the type of waste and the size of the waste. It was noted that not all fly tips would be reported as the majority could be collected by the street cleansing team, who would not necessarily report as it would just be included in the refuse collected during their programmed clean.

It was noted that there were certain areas in the borough which were more prevalent for fly tipping, the known costs of fly tipping in Havering was over £400,000 but the unmeasured costs were likely to be nearer to £1 million.

Officers outlined the causes of people fly tipping and examples of where CCTV had been erected in more remote parts of the borough. This had been successful in catching people fly tipping which had led to convictions in some cases.

4. Overview of Residential Parking Schemes: Implementation and Enforcement

Following a request from the Sub-Committee an overview of the implementation and enforcement of residential parking scheme in the borough was given at the meeting in January 2016. It was explained that requests for parking schemes could be received from residents, members or businesses.

Before any scheme was implemented, the area was assessed and a series of consultation were carried out. This included a presentation to the Highways Advisory Committee. Once any new scheme went live, enforcement was carried out during the first month with publicity of the new scheme. There were a number of projects that could contribute to a new parking scheme. The schools expansion programme was a project which required major consultation, as it included 8-9 schools that had project plans

The Sub-Committee noted that Civil Enforcement Officers (CEOs) acted as a deterrent. The Enforcement team was made up of 22 CEOs; however this was growing with the priorities in the borough. The team operated 7 days a week up until 10:00pm. The largest area of enforcement was around schools, the Sub-Committee noted that this had been increased to 2 CEO's however it was impossible to enforce at every school, every day.

5. Obstructive Parking and Anti-Social Parking on the School Run

At its meeting in March 2016, the Sub-Committee received a briefing paper on Obstructive Parking and Anti-Social Parking on the school run.

Obstructive Parking - The Sub-Committee was informed that the Traffic Management Act 2004 (TMA 2004) stated that to park across a dropped kerb was a parking contravention for which a Penalty Charge Notice (PCN) can be issued, however the legislation carried a caveat that stated only "unfriendly" parking was defined as a contravention. Unfriendly parking was where a vehicle was parked across a dropped kerb without the express authorisation of the property owner. It was noted that vehicles parked over dropped kerbs was a growing issue for Havering.

In Havering the friendly/ unfriendly issue had been historically managed through a system of positive assumption. This means that all residential dropped kerb parking was considered to be friendly and only considered unfriendly upon notification of that from a resident. A proposed solution was discussed which would look to relocate obstructive parked vehicles to a legal parking place nearby. Upon relocation the contractor would notify TRACE, an organisation operated by London Councils in partnership with the Police, so that owners of vehicles could report the vehicle missing and be informed of its new location.

It was noted that this proposal would be non-profitable, but would be beneficial for the public and it was hoped would change the attitudes of motorists.

Anti-social parking on the School Run – The Sub-Committee was informed that the situation outside many of the schools across the borough during the school run had become very dangerous.

Many illegal parking acts were traits of anti-social behaviour, and officers considered that current traditional civil parking enforcement regulation were not specific enough to manage this type of anti-social behaviour. It was noted that the existing enforcement regulation could be augmented with powers available within the Anti-Social Behaviour Crime and Policing Act 2014 via Public Space Protection Orders (PSPOs).

A full report on the proposal would be going to Cabinet which would give a full analysis of the school run problem, together with proposals to minimise the volume of vehicles entering a specific areas to stop and drop and collect children, via PSPOs and other complementary measures and activities.

6. Food Hygiene Rating Scheme

An overview of the work of the Food Safety Division and the purpose of the Food Hygiene Rating Scheme was given in the presentation to the Sub-Committee at its meeting in January 2016.

The Sub-Committee noted that the Food Safety Divisions work consisted of:

- Food Hygiene Inspections.
- Food Standards Inspections.
- Investigation of complaints from members of the public.
- Sampling for analysis.
- Investigation of notifiable infectious diseases and/ or food poisoning.
- Education, advice, coaching, information and intelligence gathering.
- Food Hygiene/ Standards Interventions.

It was noted that the number of food businesses operating in Havering had increased from 1586 in 2011 to 1892 in 2015. Each of these businesses was inspected on a regular basis according to food safety risk.

An overview of the Food Hygiene Rating Scheme Criteria was explained and how this fitting into the work of the Food Safety Division. The Food Hygiene Rating Scheme was a partnership between the local authority and the Food Standards Agency initiative for England, Wales and Northern Ireland. This helped consumers to choose where to eat out or shop for food by giving them information about the hygiene standards in food premises (found at the time of inspection). The scheme was simple to understand with a rating of “0” being the worst and “5” being the best. Simple words were used with each rating. The Sub-Committee was informed that ratings of 3, 4 and 5 were considered acceptable and the premises were “Broadly Compliant”. Where ratings of 0, 1 and 2 were given there would be follow-up enforcement activity carried out.

The Sub-Committee was informed that the scheme did not apply to businesses which did not supply food directly to consumers for consumption, “on” or “off”

the premise. This included manufacturers, packers, importers, exporters and business to business supplies. The scheme was also not applied to businesses which consumers did not normally recognise as food businesses (chemists and off licenses only selling drinks and wrapped food). However it was noted that where a chemist or off license had a fridge with food goods, the Environmental Health Officer would make a judgement at the inspection as to whether a rating needed to be applied.

7. Any other Business

At its meeting in January 2016, the Sub-Committee received a report of the Performance Indicators within its remit for Quarter 1 and 2 of 2015. It was noted that each indicator was given a red, amber or green (RAG) rating. Of the eight indicators reported, six were rated green, one was rated amber and one was rated red.

The indicator rated red was “Number of fly tipping incident”. It was explained that this was an area which was very difficult to enforce however the Council was continuing to use CCTV to attempt to identify offenders and would prosecute if an identity could be made.

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 Committee’s work over the past year.

BACKGROUND PAPERS

Minutes of meetings of Environment Overview and Scrutiny Sub-Committee

**ANNUAL REPORT OF
THE HEALTH OVERVIEW &
SCRUTINY SUB COMMITTEE**

HEALTH 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 2016.

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 Nic Dodin (Chairman)
Councillor Dilip Patel (Vice-Chair)
Councillor Gillian Ford (part of year)
Councillor Jason Frost
Councillor Linda Hawthorn
Councillor Carol Smith
Councillor Linda Van den Hende (part of year)

WORK UNDERTAKEN

During the year under review, the Sub-Committee dealt with the following issues:

1. PRIMARY CARE ISSUES

- 1.1 Primary Care Strategy - The Sub-Committee prioritised at an early point scrutiny of the Clinical Commissioning Group's (CCG) primary care strategy for the borough. This covered issues such as use of NHS estate, weekend opening, establishment of two GPS hubs for Havering and the role of the GP Federation.
- 1.2 GP Contracts changes – Updates were given to the Sub-Committee on proposed changes to certain types of GP contracts. Negotiations around Personal Medical Services contracts, sought to offer greater ranges of services in key areas such as on-line access and Saturday practice opening and developments. These areas were closely monitored by the Sub-Committee, in conjunction with health service officers.

2. ST GEORGE'S HOSPITAL

- 2.1 Throughout the year, the Sub-Committee sought to keep up to date with the plans for new health facilities at the former St George's Hospital site in Hornchurch. Updates were received from CCG officers on progress with the Outline Business Case for the project and the types of facilities that could be available on the site. Given the recent granting of planning permission for the development, it is likely that the Sub-Committee will scrutinise this matter further during the coming year. The Sub-Committee has also built a working relationship with NHS Property Services who have the current responsibility for the site.

3. INTERMEDIATE CARE

- 3.1 NELFT services - The Sub-Committee has looked in detail during the year at the issue of intermediate care. Discussions were held with officers from the North East London NHS Foundation Trust (NELFT) concerning the Trust's Community Treatment Team and Intensive Rehabilitation Service, both of which were designed to support people in their own homes and hence reduce people's length of stay in and rate of readmission to hospital. Services such as nursing and physiotherapy were now available to people in their own homes and the Sub-Committee supported this as a positive development for local health services.
- 3.2 In-patient beds - The Sub-Committee also noted that intermediate care in-patient beds were now located at King George Hospital which, although not in Havering was an easier location to access for most Havering residents. Members of the Sub-Committee, with colleagues from Healthwatch Havering, visited Foxglove and Japonica wards of King George where the in-patient beds were located and were impressed by the facilities available.

4. URGENT CARE

- 4.1 Vanguard project - The Sub-Committee welcomed the announcement that Havering CCG had, in conjunction with NELFT and the Barking, Havering and Redbridge University Hospitals' Trust (BHRUT) won funding for a Vanguard programme to develop urgent and emergency care. This would aim to use technology to allow people to book appointments or self-care via the NHS 111 service.
- 4.2 BHRUT Improvement Plan - The Sub-Committee has also scrutinised the improvement plan instituted by BHRUT. This included issues such as the Trust's new clinically-led management structure and new procedures for monitoring of performance. Scrutiny of the improvement plan also covered areas such as workforce recruitment and meeting appointment target times, both of which Trust officers agreed were challenging areas. The Sub-

Committee was supportive of the Trust's work as it sought to exit the Special Measures programme that had been applied by the Care Quality Commission.

5. NHS ESTATE ISSUES

- 5.1 At its January meeting, the Sub-Committee was pleased to have discussions with senior officers from NHS Property, the organisation responsible for much of the NHS estate within Havering. The Sub-Committee scrutinised current intentions for sites including the Hulse Avenue Clinic in Collier Row and the Victoria Hospital site in Romford. Problems with patient parking at Harold Wood clinic were also scrutinised with officers.

6. CORPORATE PERFORMANCE INFORMATION

- 6.1 The Sub-Committee, with the assistance of the Interim Director of Public Health, discussed progress made on a number of key performance indicators. Several of these had successfully met their targets including for numbers of accepted offers for HIV tests and schools achieving healthy schools awards. Difficulties with commissioning NHS Health Checks (where targets were still being met) and issues around performance and decommissioning of stop smoking services were also scrutinised.

7. MENTAL HEALTH SERVICES

- 7.1 The work of the North East London NHS Foundation Trust (NELFT) has continued to be scrutinised this year. This included a detailed explanation of the Mental Health Liaison Service whereby patients attending A & E who exhibited mental health issues could be assessed by NELFT staff based within the department. Members also held a site visit to the Acorn Centre, the new base for Havering's Child and Adolescent Mental Health Services.

8. PUBLIC HEALTH BUDGET

- 8.1 At its March meeting, the Sub-Committee, in conjunction with the Interim Director of Public Health, scrutinised the expenditure by the Council on public health services. It was established that services that received the most funding were health visiting, sexual health and drug & alcohol services. Given the current financial position, it was noted that some services would inevitably have to be decommissioned and the Sub-Committee discussed in detail the planned ceasing of the smoking cessation service, the reasons for this and what alternative services could be commissioned.

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 Updates to the Sub-Committee - Healthwatch Havering presented to the Committee on a number of issues during the year. These included the organisation's annual report detailing how the organisation gathered the views of local residents and work the organisation had undertaken to ensure people with learning disabilities received satisfactory health services. A director of the organisation also explained to the Sub-Committee a new campaign that had commenced during the year to encourage people to give their views of local health and social care services.
- 9.3 Delayed Treatments Topic Group – It was agreed during the year that a topic group be set up, jointly with Healthwatch Havering, to investigate the reasons for the lengthy delays to some treatments at BHRUT. The review is currently in its early stages but has been welcomed by BHRUT who have been supportive of the scope agreed.

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 (October and April) met jointly with the Children and Learning Overview & Scrutiny Sub-Committee in order to scrutinise matters relating to children's health. Matters scrutinised included the Children's Phlebotomy Service at Queen's Hospital where useful discussions were held with clinical staff from BHRUT. The Sub-Committee also scrutinised the Children's Emergency Pathway at the Trust and it was noted that some 36,000 children per year were treated in A & E at Queen's Hospital. The pathway and methods by which children were treated in A & E was explained in some detail to Members and included issues such as child protection and the transitioning of cases to more specialist hospitals if required.
- 10.2 Female Genital Mutilation (FGM) – The Sub-Committee was briefed by a Consultant Obstetrician at BHRUT on how the Trust dealt with issues of FGM, which were not as common in Havering as in areas of central London etc. Discussions with the Consultant and with the Council's Assistant Director – Children's Services covered areas including child protection investigations, training for staff on identifying suspected cases of FGM and the role of the Multi Agency Safeguarding Hub.

10.3 Amy Winehouse Foundation – The Sub-Committees were pleased to meet with the Resilience Programme Director of the Amy Winehouse Foundation who explained the work the Foundation undertook in a number of Havering schools to try and assist young people who may be vulnerable to substance abuse issues. The Foundation arranged workshop in schools for years 9, 11 and 12 focussing on self-esteem and related issues,

10.4 Other issues scrutinised – The Sub-Committees also scrutinised areas during the year including the availability of training for GPs on areas such as children's dermatology and respiratory conditions. The transfer of 0-5 services whereby the Council had recently taken over responsibility for commissioning of health visiting and family nurse partnership services was also scrutinised. The Sub-Committees also scrutinised the Council's Local Offer of services to young people and the website supporting this. The role and take-up of personal budgets for young people in Havering was also scrutinised in conjunction with officers from Children's Services.

11. OUTER NORTH EAST LONDON JOINT HEALTH OVERVIEW AND SCRUTINY COMMITTEE

11.1 Councillors Dodin, Ford, Patel and Van den Hende represented the Sub-Committee on the Joint Health Overview and Scrutiny Committee covering Outer North East London (ONEL) during the year. Working in conjunction with Councillors from Barking & Dagenham, Essex, Redbridge and Waltham Forest, this has allowed scrutiny of health service issues affecting more than one Council area. The following areas were among those considered at joint level.

11.2 Primary Care Co-Commissioning – CCG officers advised the Joint Committee that the commissioning of GP services were being delegated to CCGs and explained the governance arrangements for doing this, across the Outer North East London area.

11.3 Stroke Rehabilitation Services – Proposals for a new, streamlined pathway for stroke rehabilitation services were brought to the Joint Committee during the year. The Joint Committee broadly welcomed the proposals, feeling that they offered better outcomes for residents of the local area. Clarification was sought on the position with Essex residents whose nearest facility was located within Greater London.

11.4 Long Nursing Shifts – Following the raising of the matter by a member of the public, Directors of Nursing for BHRUT and Whipps Cross University Hospitals NHS Trust explained to the Joint Committee their policies on staff shifts and limits on hours worked, with a view to ensuring patient safety and staff welfare. Recruitment issues, particularly for nursing staff, were also scrutinised.

- 11.5 Moorfields Hospital move – At its April meeting, the Joint Committee held discussions with a director of the Moorfields Eye Hospital NHS Foundation Trust who updated on the planned move of the hospital to a new site. It was agreed to seek further updates on this project as it developed over the coming years.
- 11.6 Pre-Exposure Prophylactics – The Joint Committee also scrutinised the decision by NHS England not to fund availability of Pre-Exposure Prophylactics, a form of HIV prevention medication and made written representations to NHS England expressing concern over this decision.

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 2015/16.

**ANNUAL REPORT OF
THE INDIVIDUALS OVERVIEW &
SCRUTINY SUB COMMITTEE**

Individuals Overview and Scrutiny Sub-Committee Summary of work undertaken 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 2016.

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 June Alexander (Chairman)
Councillor Patricia Rumble (Vice-Chair)
Councillor Ray Best
Councillor Viddy Persaud
Councillor Roger Westwood
Councillor Darren Wise
Councillor Keith Roberts

During the year under review, the sub-committee met on four occasions and dealt with the following issues:

1. Demand Management

At its meeting in June 2015, the Sub-Committee received an update on Demand Management in Havering. A strategy to manage the growing demand and implementation was being developed and scheduled for completion in July 2015. Demand Management was cross-cutting from Children to Adults. It was noted that demand management would also be done on a corporate level across all services.

A number of pilots had been approved that officers were developing as part of the "Big Ideas Campaign".

2. Provision of Care now and in the future

The Sub-Committee received a report at its meeting in September 2015 detailing the Future of Care at Home. The current framework arrangements had been in place for three years and were due to expire in March 2017.

A number of factors needed to be addressed including the expectation of the user, the specification of care needed and what could be provided, capacity issues of care workers, as well as the retention of staff. Another issue which needed to be considered was the large geographical area of Havering, as parts of the borough were difficult to reach, and so it was particularly challenging to place care packages, due to the remote locations and lack of residents nearby, requiring support too.

The Council wished to take a co-production approach working with providers, users and other stakeholders, to inform and to shape a sustainable model. Adult Social Care Commissioning had organised meetings with care providers to begin the discussions and contact had been made to determine what rates providers were paying their staff and whether travel times were reimbursed,

The Sub-Committee noted that rather than specifying exactly what the service would look like, it would be more defined to the outcomes by working with providers and users to determine how to meet the needs.

3. Information and Advice and Carepoint

At its meeting in September 2015, the Sub-Committee received a presentation setting out the updated information and advice service in Havering. The aim of the service was to offer information and advice that helped people to improve their wellbeing and which prevented or delayed the need for care and support. It was proved that early intervention/ information prevented the need for dependence on services.

The Sub-Committee noted that the new offer was to bring information and advice to the community via a central hub together with outreach across the borough.

At its meeting in March 2016, the Sub-Committee received a report and presentation on information and advice about how care and support was being delivered within Havering. It was noted that information and advice was fundamental to enable people, carers and families to take control of, and make well-informed choices about, their care and support and how they would fund it.

The Sub-Committee was informed that the service would operate from community hubs around the borough, but after initially considering three fixed venue hubs, the approach had shifted to having one fixed hub and to work instead on building outreach to places already visited such as libraries, children centres and Queens Hospital. The main information and advice hub, based at MyPlace, Harold Hill, was open Monday to Friday, 9am to 5pm with late opening until 7pm on a Wednesday. Specific outreach locations would be advertised and run on an ad hoc basis.

The Carepoint website had also been redesigned and launched in December 2015. Visits to the website had increased as it was now co-produced by service users. The marketing of the new service would commence in Spring

2016. The aim of the service was to deal with enquiries at the frontline and avoid putting pressure on statutory services.

4. Adults Annual Complaints Report

In September 2015, the Sub-Committee received the Adult Social Care Complaints, Comments and Compliments Annual Report 2014/15. It noted that there had been an increase in the number of Ombudsman referrals and the highest number of complaints received was within the Prevention and Assessment Team.

The Sub-Committee noted the action plan and the work to be continued.

5. Safeguarding Adults

At its meeting in January 2016, the Sub-Committee received a presentation on Safeguarding Adults. It was noted that the introduction of the Care Act 2014, had put adults safeguarding on a statutory footing for the first time.

This had laid the foundation for change in the way that care and support was provided. It encouraged greater self-determination, so people maintained independence and had real choice. More emphasis was put on working with adults at risk of abuse and neglect so they had greater control in their lives to both prevent it from happening and to give meaningful options of dealing with it should it occur.

The Deprivation of Liberty Safeguards (DoLS) was part of the Mental Capacity Act 2005. It was noted that the levels of DoLS referrals and reviews had increased from 33 in 2013/14 to 417 in 2015/16. This was attributed to better assessments, and was in line with the national figures.

The Sub-Committee was informed that the Havering Safeguarding Adults Board was now a statutory board with strong leadership. The main bodies included the CCG, Police, and the Local Authority. A draft action plan for 2016/17 had been developed, to ensure that there was early intervention rather than safeguarding allegations.

6. Homecare Services provided by Tapestry

The Sub-Committee received a brief from the Chief Executive Officer of Tapestry at its January 2016 meeting. An overview of the Home Care Services available in Havering was provided, however it was noted that Tapestry was more than just a Home Care provider. The service was a prevention service, focussed on individualised care and support. It would work with people to keep them active, healthy and connected in their own homes.

It was noted the new Customer Relationship Management (CRM) system, included a live roster system, managed all care and support through smart devices and it was hoped that outcome data could be produced from the system from April 2016.

Tapestry was working closely with external advisors to establish outstanding levels of service provision. They were awaiting a CQC assessment and hoped to be rated as outstanding.

Other services provided by Tapestry included a new food service which was capable of providing specialist food to individuals. This could be for individuals who had been discharged from hospital and required food prepared in a particular way.

7. Integrated Social Care Team

The Sub-Committee received a progress report on Integrated Social Care Teams, at its meeting in March 2016. This focussed on the multidisciplinary service integration around Havering.

The Barking, Havering and Redbridge CCG Integrated Care Coalition “Case for Change” set out the plans for the shift of resources from acute to community and to provide better care and services closer to peoples’ homes. The locality model used was based on the six clusters of GP practices co-locating health and social care staff wherever possible, to ensure that multi-disciplinary working was embedded in daily practice, as well as through multi-disciplinary meetings.

The Sub-Committee was informed that the locations for the integrated teams were:

- Cranham Health Centre, Avon Road
- Harold Hill Health Centre, Gooshays Drive
- Romford Health Centre, Main Road
- Elm Park Health Centre, Abbs Cross Road

It was noted that the teams at Cranham and Harold Hill had already been located and had been successful. Social Care staff had been co-located with health staff, and home visits were still being carried out. The NHS number of clients would be used to ensure that there was no duplication across the integrated service.

8. Any other business

At its meeting in January 2016, the Sub-Committee considered the Corporate Performance Report for Quarters 1 & 2 of 2015. It was explained that the report identified where the Council was performing well (Green rating) and not so well (Amber and Red rating). The Sub-Committee noted the improvements across a number of indicators and that there were particular challenges for Havering in the take up of direct payments for older people. It also noted that there was an increase in the number of people in the 85+ age range going into a permanent residential/ nursing care setting.

In January 2016, the Sub-Committee considered the continuing issues with the Dial a Ride service in Havering. Transport for London (TfL) had met with senior officers of the Council with regards to a suggested pilot. It was noted that TfL had stated that there would be three phrases that they would wish to achieve. These included:

- a move to a strategic customer focused complaints and feedback service for all social transport needs including Dial a Ride, Taxicard, Capital Call, rather than manage them separately.
- Work to introduce a single booking service for all of the above services.
- Seeking to expand the role of the operation and who the suppliers of the operation were. This was likely to be broken down into regional chunks, but not necessarily one per Borough. It was possible that Havering could be considered for one of these regional hubs.

The Sub-Committee met with senior officer and at the Sub-Committee meeting in March 2016 a letter was agreed and sent to all candidates for the Mayor of London, inviting them to visit Havering and to discuss the matter.

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.

**ANNUAL REPORT OF
THE TOWNS & COMMUNITIES
OVERVIEW & SCRUTINY SUB
COMMITTEE**

Towns and Communities Overview and Scrutiny Sub-Committee Summary of Work Undertaken 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 2016.

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 June Alexander
Councillor Michael Deon Burton
Councillor Jody Ganly
Councillor Steven Kelly
Councillor Roby Misir
Councillor Carol Smith
Councillor Frederick Thompson

During the year under review, the sub-committee met on four occasions and dealt with the following issues:

1. Private Rented Sector Landlord Topic Group Report

The Sub-Committee received a report from the Private Rented Sector Landlord Topic Group that contained the findings and recommendations that emerged following the Topic Group scrutiny of the subject selected by the Sub-Committee in July 2014.

The Topic Group had considered options of introducing methods to monitor and control the activities of private rented sector landlords in the borough.

The scope of the Topic Group comprised analysing information to identify hotspots of demographic trends and private rented sector activity.

The Topic Group's recommendations were based on intelligence and evidence of good practice and included identifying an appropriate Licencing Scheme for Havering.

The Sub-Committee **agreed** that the report of the Topic Group be passed to Cabinet for further decision.

2. How Anti Social Behaviour is dealt with in the borough, specifically relating to Council Tenancies

At its meeting in August 2015, the Sub-Committee received a briefing report on Anti-Social Behaviour and Council Tenancies.

The report informed Members of progress with combating Anti-Social Behaviour (ASB) within the Council's housing stock.

Anti-social behaviour (ASB) was a broad term used to describe the day-to-day incidents of crime, nuisance and disorder, from litter and vandalism to public drunkenness or aggressive dogs, to noisy or abusive neighbours.

It was noted that such a wide range of behaviours meant that responsibility for dealing with anti-social behaviour was shared between a number of agencies, but particularly the Council and the Police.

The Sub-Committee was informed that a review of the current Housing Tenancy Terms and Conditions was in progress. The project was at an early stage and would include a full and extensive consultation process.

Members noted that dealing with ASB within the Council's housing stock was a significant part of the Council's overall ASB strategy but it should not be looked at in isolation as the Council's Crime and Disorder strategy comprised a number of separate methods that were available to tackle ASB.

The Sub-Committee was informed that the recently enacted Anti-Social Behaviour, Crime and Policing Act 2014 had introduced a series of new powers to assist with combatting ASB. One aspect was the amendment to the Housing Act 1985 in respect of secure tenancies (as used by Councils) to provide for absolute possession of a property, where ASB or criminal behaviour had already been proved in another court. This would also enable social landlords to expedite possession proceedings where another court had proven significant anti-social behaviour or criminality in the locality of the property.

These included situations where a Tenant or their visitor was found to be:

- In breach of a Court Undertaking and / or Civil Injunction;
- In breach of a Court Ordered Criminal Behaviour Order;
- Convicted of Breaching a Noise Abatement Notice;
- Subject to a breach of a Closure Order.

The Sub-Committee also noted the Housing Services had a Prevention and Diversionary Strategy for dealing with Council tenants. The Service took an intelligence led approach to identify hot spots and to target resources.

The Service worked closely with partner agencies to both prevent and resolve ASB alongside the Community Engagement Team who had organised a number of events such as Job Clubs and other initiatives to help reduce unemployment and to provide diversionary projects to prevent ASB such as the Football Academy and 'Family Boot Camp' schemes.

Following the presentation, Members agreed to form a working group to understand the issues, review cases and contribute to the current review project.

The Sub-Committee **noted** that the Councillors June Alexander, Linda Hawthorn, Jody Ganly, Linda Trew and Lawrence Webb would comprise the working group.

3. A review of how well Council Housing manages major works to peoples' homes

Following a request from the Sub-Committee, the Housing Property Services Manager provided Members with a review sample of cases where problems had occurred during the course of the delivery of major works projects to Council owned stock.

The Sub-Committee noted that the piece of work also outlined measures that were undertaken to remedy issues as they occurred, what themes were common and lessons learnt as a result of the completed examination.

The presentation focused on two projects for the case study; the refurbishment of kitchen and bathrooms in occupied premises in various locations and the retrofit of insulation and associated refurbishment work to non-traditionally constructed houses. Both projects were completed during the 2014/15 Decent Homes Backlog Funding (DHBF) programme.

The review identified that in the case of the kitchen and bathroom contract, a series of common themes associated with poor performance was experienced during the project, these included:

1. Disruption and inconvenience caused by the works
2. Failure to adhere to agreed timescales for works
3. Poor quality of finishing
4. Lack of respect to residents
5. Inability to communicate

6. Failure to keep promises to rectify problems in a timely manner

The case studies had also noted the lessons learnt from both issues of poor performance and where one of the projects had delivered a successful outcome for both residents and the Council.

The Sub-Committee noted the following in the areas of good practice, derived from the insulation to non-traditional housing contract:

- Longer preparation time to engage supply chain scrutiny – main contractor's sub-contractor selection.
- Contractual enforcement of terms and conditions in sub-contractor's selection.
- Detailed guidance to residents on the disruptive nature of the works and service adjustment arrangements which could be accommodated – shift workers, adjoining owner notices etc.
- On site presence of contractor's site manager in a single locality to allow for residents to access face to face in the event of a problem.

The case study covering the kitchen and bathroom project outlined that the issues associated with difficulties were largely attributable to unsatisfactory contractor performance.

The Sub-Committee noted that language barriers among contractors working on site were a major concern not only from a communication perspective but also from a health and safety viewpoint.

The case study further identified a weakness in the pre-survey process undertaken by the Council initially, and later by the contractor. The current processes only focused on potential matters affecting progress and did not cater for issues which impacted on the well-being of the resident.

The Sub-Committee also noted that the service was currently amending the pre-survey process to have greater emphasis on matters such as safe storage of resident's belongings, working patterns etc. Further to the briefing, the Sub-Committee agreed to form a working group to undertake a forensic examination of issues that were raised by tenants.

The Sub-Committee **noted** that Councillors June Alexander, Michael Deon Burton, Linda Trew and Lawrence Webb would form the working group with officers. Following the introduction of the Green Belt Topic Group, this working party was suspended.

4. Romford Market Transformation

Following the completion a requisition process, the Sub-Committee received a briefing on the transformation strategy for Romford Market.

It was announced that £1 million of funding had been secured for the market transformation work from the London Regeneration Fund.

A number of workstreams had commenced including exit interviews with traders who were no longer working on the market and the appointment of an architect to develop the detailed design proposals.

The Sub-Committee was informed that all funds would need to be allocated within two years and as such a detailed financial forecasting was been developed.

The Sub-Committee commended officers on successfully securing the funding.

At a further meeting, the Sub-Committee was informed that the aim of the programme was to deliver a best in class market experience that would regenerate the Market Place and also act as a catalyst for growth leading to an improved business rate base and to increase the quality of offer to the trader with modern stalls - new stalls which would look streamlined but could be adapted to a whole range of product offerings

It was noted that the delivery of the programme would benefit the Market Place with an increase in visitor numbers and retail spend across Romford with a focus on becoming more family friendly and appealing to discerning shoppers.

A part of the plan would provide for a seven day food and beverage availability on permanent catering units in the Market place. It was envisaged that this part of the programme would bring an increase in dwell time within the Market Place and Town Centre which would make the market the heart of the town.

The Sub-Committee was informed that with the delivery of the programme, an increase in long term revenue streams for the Council would also be achieved.

It was noted that with these improvements and new layout, the transformation programme intended to deliver a multi-functional public space in the Market Place that would be an attractive space with appropriate seating and lighting.

The Sub-Committee **NOTED** the position.

5. Harrow Lodge Lake

At its meeting in January 2016, the Sub-Committee received a briefing per on the Lake at Harrow Lodge Park.

The Sub-Committee was informed that the Council had invested in Harrow Lodge Park in order to seek Green Flag status for the park. A Friends of the Park group had been set up to increase community involvement in the facility.

The Sub-Committee noted that there were some problems in the park due to pollution of the river and lake and work was under way to ensure Thames Water took remedial action. Pollution entered the river through surface water drains and it was felt that this may be due to either misconnection from nearby residential properties or local businesses not disposing of their waste correctly. Thames Water was trying to determine the source of the pollution and it would then be for the Council's Environmental Health section to take enforcement action. There would however be significant resource implications involved. It was confirmed that Thames Water and the Environment Agency had undertaken marketing campaigns about the pollution issue.

A further problem of note was that, in times of heavy rainfall, sewage could seep up from pipes into the park area itself. Thames Water did clean up these instances but the Council was looking at longer term solutions. The Leader of the Council had also met with Thames Water and the Environment Agency about this issue.

It was noted that it was preferable not to remove swans from the lake unless they were in obvious distress even though some swans and ducks had died in recent years. A Member added that some swans had in fact been removed to a swan sanctuary. Aerators had been installed in the lakes in order to improve the oxygen level in the water and a lake had also been desilted in order to preserve wildlife.

The Sub-Committee noted that there was no regular monitoring of pollution levels at the lake although both the Swan Sanctuary and the Environment Agency had done this in the past. The Environment Agency had confirmed however that they would not undertake the work regularly.

The Sub-Committee was informed that Thames Water had commissioned consultants to undertake a study of the lake to look at solutions to the issue and their findings was due in April 2016. The Council would consider the report and respond once it had been received.

It was agreed to keep the Sub-Committee updated on the matter.

6. Romford Leisure Development

The Sub-Committee received a presentation on the enabling works for the Romford Leisure Development been undertaken by Morrisons on the Western Road site in Romford. The work had involved moving an electricity substation and taking the side off one of the office buildings. Practical completion of these works was expected at the end of January 2016.

The Leisure Centre building works were being undertaken by Wilmott Dixon, and were due to start 4-6 weeks after practical completion and the new Leisure Centre was due to open by May 2018.

The Council was currently tendering for the management of its sports and leisure facilities, at this stage it was not clear who the operator of the new Romford facility would be.

The Sub-Committee noted that the facility mix would include a 25 metre, 8 lane pool, with a moveable floor covering half of the pool; approximately 200 seats alongside the pool; a leaner pool; sauna and steam facilities; a 100 station gym; a dance studio and bike pinning room; a café and an ice rink with approximately 800 seats.

The Sub-Committee was informed that the appointed operator would undertake the fitting of the centre following completion.

Members sought clarification that a thorough evaluation of tenders would be undertaken in order to ensure the figures and capital investment plus equipment leasing were not detrimental to the returns due to the council.

7. Council Motion on Article 4 Direction

Following the resolution of Council, a report had been referred to the Sub-Committee to consider the issue of walls which had been erected at the front of a property in the borough and any action that could be taken as a consequence.

The report detailed that a complaint was received regarding high boundary walls that had been erected at the front of a residential terraced house in Rainham. The issue of whether the particular walls fell under permitted development was still being considered. It was considered by officers that the examples of the walls provided insufficient justification of a problem that required the removal of permitted development rights across the borough in relation to walls and fences and that such a proposal was unlikely to be supported by the Secretary of State and would have resource implications.

In terms of whether the wall needed planning permission or not, staff had sampled relevant appeal decisions across the country and it appeared that any wall/fence perpendicular rather than parallel to the highway was not “adjacent” and would likely be permitted development if it was not considered a danger to users of the highway.

The Sub-Committee noted that there was little guidance or precedent in relation to the issue of danger. Staff were of the view that a high wall/fence that obstructed the view of pedestrians to any vehicle leaving the site and vice versa could be a danger. In the circumstances, staff had sought a legal opinion on whether any part of the wall needed planning permission before deciding whether any action could be taken and if so in what form.

The Sub-Committee was also informed that another important consideration was that an Article 4 direction in relation to front walls and fences would result in an unknown number of planning applications being required to be submitted should residents wish to put up a new boundary treatment or replace existing.

An Article 4 direction could result in significant resource implications for the Planning Service. The outcome would be disproportionate to the comparatively isolated frequency and scale with which householders sought to use permitted development rights for front walls and fences in a way which, by any measure, was markedly and unreasonably harmful to their neighbours.

It was considered that there was insufficient justification for an Article 4 direction covering the whole borough with a likely outcome that any Article 4 direction would not be supported by the Secretary of State.

The Council resolution asked the Sub-Committee to consider and recommend any action to Cabinet, but due to the conclusion that the erection of front walls and fences was unlikely to adversely affect the character of the borough or residential amenity, no action was recommended. It was therefore recommended that no further action be taken in relation to Article 4 directions and that subject to legal advice, action on the walls may be taken on the grounds of highway safety.

A Member was of the opinion that enforcement action be taken against the walls in the public interest (even if as a test case) to resolve the problem and avoid the need for an Article 4 direction.

The Sub-Committee noted the report and agreed that no further action be taken until legal advice was received by officers.

It was also noted that the Sub-Committee would be updated on any developments on this matter.

8. Cabinet Report updates

In accordance with the Council's Continuous Improvement Model, the Sub-Committee received presentation updates on the following Cabinet reports. Following the officers update, the Sub-Committee decided not to take the individual items any further:

- **GLA Big Green Funds & HLF Landscape Partnership Funding**
- **Beam Park Housing Zone Proposals**
- **The Mayor's Outer London Fund**
- **Harold Hill Ambitions Programme**
- **Harold Hill Ambitions Learning Village**

9. 2016/17 Local Implementation Plan Programme

A detail of the 2016/17 Local Implementation Plan (LIP) programme was outlined to the Sub-Committee at its meeting in March 2016.

The Sub-Committee noted that each year, the Council bids to Transport for London (TfL) for funding for its transport projects and programmes.

The Council had to spend the funds in line with the criteria set out by TfL and against a background set out in the Mayor's strategies (mainly for planning and transport. The Council spent the allocation in accordance with its transport policy which was approved by TfL.

The Sub-Committee noted that following Cabinet Approval last July and formal Lead Member sign off, officers submitted Havering's 2016/17 LIP Annual Spending Submission to TfL for consideration.

In December 2015, the council received confirmation that TfL had approved Havering's 2016/17 LIP Programme valued at £2.826 million.

The council's 2016/17 allocation would be expedited as follows:

- £2.247m "Corridors, Neighbourhoods and Supporting Measures" programme; these were comprehensive schemes and local area improvements. These schemes were to tackle congestion by smoothing traffic flows, measures to assist freight, contribute to regeneration, delivery of environmental improvements and safety as well as projects involving spaces used by several road users, cycling, walking, bus reliability and bus stop accessibility. It also covered 'Smarter Travel' schemes such as school and workplace travel plans, travel awareness initiatives, road safety education, training and publicity schemes.

- £479k “Principal Road Maintenance”; this focussed on highway surface improvements to Havering’s Principal Road Network. This was based on condition surveys to determine how much of the Principal Road Network across London required structural maintenance.
- £100k “Local Transport Funding”; for spending on projects of the Council’s choice that supported the delivery of the Mayor’s Transport Strategy.

10. Topic Group Update

The Sub-Committee currently had the following two Topic Groups running:

- **Anti-Social Behaviour in Council Properties**
The Group had met with officers on three occasions and a report was been drafted. The Group was opportune to participate in the review of the Tenancy Agreement for council tenants.
- **Green Belt Topic Group**
Following an all Members briefing on Green Belt Policy in December 2015, the Sub-Committee decided to scrutinise and better understand the process involved in Green Belt land designation within the Local Plan system. There were 14 Members on the working party. The Group had undertaken a tour of the designated green belt land across the borough. The Group was recently provided with a briefing note that gave an update on the approach to the Green Belt Study that was being undertaken as part of the evidence base for the emerging Local Plan.

11. Any other Business

At its meeting in January 2016, the Sub-Committee received a report of the Performance Indicators within its remit for Quarter 1 and 2 of 2015. It was noted that each indicator was given a red, amber or green (RAG) rating. Of the eight indicators reported, six were rated green, one was rated amber and one was rated red.

The Sub-Committee received the Performance Indicators within its remit for Quarters 1 and 2 of 2015. It noted that each indicator was given a red, amber or green (RAG) rating.

The report detailed 21 Corporate Performance Indicators under the remit of the Towns and Communities Overview & Scrutiny Sub-Committee. These related to Regulatory Services, Policy and Performance, Culture & Leisure, Housing, and Economic Development.

An indicator was currently showing an amber RAG status “Percentage of major applications processed within 13 weeks”. The Sub-Committee was informed

that the performance would be monitored closely to identify any trends over a longer period as two quarters' figures were not indicative of a pattern.

Another indicator "Percentage of appeals allowed against refusal of planning permission" was currently recorded as a red status. The Sub-Committee noted that better pre-planning of major applications in order to avoid revisions and ensure a quick turn-round of the validation process when applications were received and had been implemented.

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 Towns and Communities Overview and Scrutiny Sub-Committee

**ANNUAL REPORT OF
THE CHAMPION FOR THE ARMED
FORCES**

ANNUAL REPORT FOR THE MEMBER CHAMPION FOR ARMED FORCES 2015/16



Armed Forces Day Parade

On Saturday, 27 June 2015 a record crowd of approximately 5,000 people watched representatives of the Paratroopers, Army, Navy and Royal Air Force Cadets march through Romford Town Centre. They were accompanied by members of the Romford, Elm Park and Hornchurch British Legion and a marching band. The Army Reservists 71 Signal Regiment which is now based in London Road was also on parade.



World War 1 Commemoration Events

The Council has continued to commemorate the Centenary with particular regard to the 6 key commemoration dates as identified by the Government. As these dates fall outside the period covered by this report the WW1 calendar of events for this period is not as full as that of last year.

However, in addition to the long term WW1 centenary projects, improvements to the borough's main war memorials and the online diary, published by Havering Local Studies Library will continue and will go on through to 2018. The diary can be viewed following this link: <https://arena.yourlondonlibrary.net/web/havering/world-war-one-diary>

Havering Show

Residents attending the Havering Show in 2015 were be able to enjoy a taste of something new when husband and wife duo Chrissy and Martin Simmonds brought their Victory Arms act to the Harrow Lodge Park event.

The couple, from Gidea Park, perform as pub landlady Joaney and her glass collecting dogsbody Albert, setting the scene in the east end of London during World War One at the Victory Arms pub.

A wartime bombing the night before has left everyone a little bruised but relatively unscathed, and to cheer things up, somebody calls for a song, and that leads to a cockney knees up sing-song, aided by a guitar, ukulele and accordion. Much is quite rightly made of the tragedy of war however it was nice to also reflect the community spirit that would have been shown by those serving on the home front.

RJ Mitchell

The R.J. Mitchell Primary School in Hornchurch, named after the designer of the iconic Spitfire fighter, had a formal re-opening ceremony on Friday 25 September, following an extensive re-building programme.

The school is situated on the site of RAF Hornchurch, a key airbase in the Battle for Britain. The school is extremely proud of its association with the RAF, and has recently been entrusted with the archives of the RAF Hornchurch Association .The school's new building pays homage to its link with the RAF in its design which includes a runway corridor, and glass etched aeroplanes on the entrances of the classrooms. The opening ceremony featured fly-pasts of military aircraft, including a

spitfire, and was attended by the Commanding Officer of RAF Northolt and Rt. Hon Iain Duncan Smith MP, whose father, Squadron Leader Wilfrid George Gerald Duncan Smith (known as “Smithy”) was based at RAF Hornchurch during the war.

Ingrebourne Valley Visitor Centre

Spitfires were back in Havering just a month later in October at the opening of the Ingrebourne Valley Visitor Centre which attracted more than 3,500 visitors. In recognition of the sites historical significance there was also a WW1 exhibition and themed performances

Army Reserves Campaign

The Council helped promote an Open Evening for 71 Yeomanry Signals Regiment, based in Romford in Romford in November. The event provided potential recruits with information on what is involved to join the Army Reserves, including the pay and benefits, as well as an opportunity to look at some of the equipment used by 71 Signals along with interactive stands demonstrating weapons systems and drill.

Bereavement Services Memorial Service

Havering Bereavement Services remembered the borough’s civilians who lost their lives during the Second World War in Havering and elsewhere on April 19th.. The event will take place on the 75th anniversary of a bombing raid in which the Municipal Borough of Romford suffered 127 casualties, 44 of which were fatal. This was highest number of civilian casualties in any one night, during the 1939 to 1945 conflict. Ninety three houses were demolished and more than 2,000 damaged.

A short interdenominational Service of Remembrance was held at Romford Cemetery, led by the Mayor’s chaplain, the Reverend David Banting. The Mayor, Andrew Rosindell MP, members of the Romford branch of the Royal British Legion, the Salvation Army band and pupils of Crownfield Junior School were in attendance, as were relatives of some of the victims who lost their lives in the raid.

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 Brian Eagling, Mayor of Havering, laid a wreath on behalf of all Councillors and staff at Romford's War Memorial in Coronation Gardens.



Councillor John Crowder

**ANNUAL REPORT OF
THE CHAMPION FOR EQUALITIES &
DIVERSITY**

ANNUAL REPORT FOR THE MEMBER CHAMPION FOR EQUALITIES & DIVERSITY 2015/16

I am pleased to report on my second year as Council Champion for Equalities and Diversity. Much has happened across the Borough and the Council's Corporate Equalities & Diversity Team has provided an appendix to this report, for which I am grateful.

Visits to Groups in the Borough

Over the past year, I have continued to forge good relationships with several groups from the local community.

Havering Asian Social Welfare Association (HASWA) faced a challenging year after uncertainty over funding and I was able to assist with several issues during the interim period until Lottery funding took over.

I have attended a variety of events organised by Havering MIND, assisted in raising money for the organisation and have been pleased to meet a variety of volunteers who work with the organisation and empathise with users of the service.

"First Step" invited me to several of their events and I continue to work closely with this group to raise their profile in the Borough.



First Step "Tasty Treats" event



The Bishop of Barking joins members of the congregation

I was recently appointed to the Council's Standing Advisory Committee on Religious Education which will help build upon and develop links with the Faith communities in the Borough. In my own Ward of Elm Park, the local Councillors participated in a "Community Clean Up" with members from the local churches.



Councillors and local Church members join in a "Community Clean Up" in Elm Park

Elm Park Fiesta

This year's Elm Park Fiesta, organised by the Elm Park Regeneration Group, took place in early June. The stalls and events included representatives from groups such as Tapestry, Havering MIND and Guide Dogs for the Blind and the entertainment was multicultural, with crowds enjoying entertainment from Bollywood dancers and the Gospel Choir:



Bollywood Dancers at the Elm Park Fiesta



Elm Park Gospel Choir

Individual Cases

I feel that one of the most important aspects of my role as Champion for Equalities & Diversity is to help individuals.

This year, I worked very closely with a disabled resident who was unable to gain access to Hornchurch Country Park on his mobility scooter due to concrete bollards obstructing the footpath. Happily, I was able to work with Council Officers to get the bollards removed, a dropped kerb installed and now this resident and others are able to enjoy the Country Park again.

I have also assisted a victim of domestic abuse with housing problems and advised her how to integrate with the local community after being re-housed from another Borough.

The current campaign is to petition for banking facilities to be restored to Elm Park Town Centre as this is a vital local service for many of our elderly residents who cannot easily access online facilities or travel to larger town centres. The Ward Councillors are currently in negotiation with officers in the Council's Regeneration team to improve not only banking facilities, but local stores in the area.

In the future I hope to continue to get to know more individuals and organisations that work alongside Havering Council and aspire to be inclusive and give cohesion to our community.

Councillor Stephanie Nunn

REPORT of THE CORPORATE EQUALITY AND DIVERSITY UNIT, 2015/16

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 2015-16.

Objective 1. Understanding the needs of Havering's diverse communities

The Council continues to develop and refine its demographic data this information is invaluable in helping the borough understand how our communities are changing and assists the organisation in planning for future need.

Housing undertook a borough wide survey capturing the latest profiling data of respondents and intends to use this to improve existing customer data. The Housing service is also monitoring community engagement initiatives and consultation exercises to ensure we are shaping our services for the benefit of all our residents and service users.

An Equality Impact Assessment (EIA) was undertaken to inform the tender to deliver leisure services across the Borough, one of the main service objectives for the new provider is to increase opportunities for people from all parts of the community to participate and become involved in sport and physical activity

The Council is committed to engaging communities in its decision-making processes. As part of the voluntary sector spending review each individual proposal was subject to an EIA which set out how the Council will work with providers and service users to ensure the impact of the loss or reduction of service was minimised as far as possible. Where possible, the Council's overarching approach to achieving the target savings necessary from the voluntary sector review has been to focus its limited resources on those with the greatest needs and bringing together existing disparate arrangements to allow as many services as possible to continue being delivered but in a manner that is more cost effective to the local authority.

Objective 2. Improving the life chances for all, particularly for the most vulnerable

Learning and Achievement service continues to provide support to families of children with SENs The service addresses SENs in local mainstream provision

- Supporting schools in making provision for a range of needs, including but not limited to visual impairment, hearing impairment and language difficulties.

Since 2015, Universal Credit was implemented in phases across London. Havering went live in February 2016. Partnership working with the Department for

Work & Pensions, customer representatives groups and Landlords has been robust and effective in ensuring a smooth introduction for this new Credit. Personal budgeting support and advice is provided by Homes & Housing as well as independently through a number of organizations which can be found on Havering's Universal Credit web pages.

The Council and its partners continue to provide support to people experiencing domestic violence in the borough through a variety of initiatives

- **The Domestic Violence Advocacy Project** provides advice and support to domestic violence victims and their families living and working in Havering. For the year 2016-17 Havering Women's Aid have agreed to a baseline target of 365 clients accessing the service. The service provides two hour drop in sessions five days a week with four sessions in the morning and one in the afternoon to improve access to provision. The service is accessible by female victims of domestic violence which is an umbrella term covering domestic violence and abuse, sexual violence, female genital mutilation, forced marriage and 'honour'-based violence, prostitution and trafficking, sexual exploitation, sexual harassment and stalking.
- **The Domestic Violence Support Group Service** provides four eight week support groups for female victims of domestic violence living or working in Havering. Havering Women's Aid have agreed to a baseline target of 115 clients accessing the service in 2016-17. The support groups provide a safe space for the female clients to discuss their experiences with other victims as well as domestic violence specialists.
- **The MENDAS (Men's Domestic Abuse Service)** project provides advice and support to male victims of domestic violence living and working within the Borough. Although domestic violence is widely considered a gendered crime as it is predominantly women who are identified as victims we recognise that there are male victims in the Borough who seek to access services and that more men are coming forward as a result of improved awareness. It was also considered a great barrier to men seeking access to domestic violence services for the project to be widely known as 'Women's Aid.' MENDAS seeks to remedy this by providing a dedicated helpline for men. Sessions are held at identified drop in centres across the borough and Havering Women's Aid, as the provider have agreed to a baseline target of 100 clients accessing the service. As an aside, since the project started there were a very small number of clients accessing the service but we now have regularly 10-15 men accessing support every month which indicates that local awareness is improving.
- Havering Women's Aid provide data submissions as part of the SLAs with a number of outcomes identified, including the number of victims supported back into work or training, the number of referrals to other agencies, the number of victims supported etc.
- Community Safety currently fund one IDVA who is collocated in the Court. Independent Domestic Violence Advisors (IDVAs) work with

victims/survivors of domestic abuse from all backgrounds. They provide a support and advocacy service and are highly skilled specialists in domestic violence.

The London Borough of Havering ran their first ever Serious Group Violence Conference. The conference brought together professionals from all services to build networks and strengthen the delivery of services

We are supporting our Junior Citizens building upon our success of last year's programme

- More than 1,400 pupils from year six classes across the borough will be learning to protect themselves from knife crime, drugs, and other potential dangers while taking part in the Junior Citizen Project, run by Havering Council and the Police. Junior Citizen 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. This is the time when young people are likely to start travelling alone for the first time. It is also when students face a greater exposure to drugs. Each day, pupils from 24 local schools will be faced with 8 different challenges related to personal safety on the internet, public transport, fire safety, road safety and substance abuse. There are also challenges on littering and healthy eating.

The scheme has run for the past two years and is funded by MOPAC and has proved very successful. Student feedback from previous years indicates that they feel safer

Havering delivered sporting and fitness opportunities as part of the Us Girls! Programme. An award-winning programme, the Us Girls brand is designed to increase and sustain young women's participation in sport and physical activity within some of the nation's most disadvantaged communities.

Objective 3. Remove Barriers to accessing the Council's Services

In July 2015, the Corporate Translation and Interpreting Policy was refreshed to reflect demographic and policy change and the Council entered into a new partnership arrangement with the Language Shop. The agreement is monitored by the Diversity Advisor and usage and new initiatives are reported to CDMG. It is hoped that in 2016 the Language will extend the range of services available to the Council by introducing a video conferencing service.

Havering Dementia Action Alliance was honoured at National Diversity Awards

Home Instead Senior Care Brentwood, Billericay & Upminster have taken an active part in The Dementia Action Alliance Havering and were delighted that the group's activities were recognised at the National Diversity Awards.

Havering Dementia Action Alliance beat seven others in the running for the Community Organisation Award in the Disability category.

The Havering Dementia Action Alliance has achieved, and is still working towards many changes for people living with dementia. There are 52 trained Dementia Champions in the Borough, covering every care home and domiciliary care agency in this area.

Described by judges as 'an extraordinary charity', the organisation is making an immense difference to people in all aspects of their lives from accessing libraries, changing Human Resource policies at work to helping re-design a Cross rail station.

The consultation policy was published The policy aims to support a process of informed and transparent decision-making and planning by improving the quality and effectiveness of public consultation undertaken by or on behalf of the Council. The policy is supported by a series of **Consultation Worksheets**, which offer practical advice, templates and useful information for staff undertaking consultation. Together, the policy and worksheets will help to ensure that we:

- Have a consistent approach to consultation
- Have a clear set of standards and protocols
- Better co-ordinate consultations to reduce repetition, duplication and consultation fatigue
- Utilise new technologies and social media
- Better utilise resources, skills and expertise
- Make use of our networks and partnerships
- Co-design services with users
- Better engage with hard-to-reach groups
- Comply with the Equality Act 2010, the Data Protection Act 1998 and other relevant legislation
- Improve the impact of consultation.

The Voluntary Sector Strategy was published in July 2015. The long-term vision for this strategy is to ensure that communities are resilient and supported by an effective and sustainable voluntary and community sector. the strategy has **two key aims**:

- 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

- 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 Community safety and development team provided support in developing the Boroughs first LGBT+ forum - the forum's main purpose is to

- Provide and maintain resources for Havering's LGBT+ communities including training, advice and support.
- b) Build effective relationships with individuals and groups in Havering and across London and Essex.
- c) Become a focal point for advice and consultation with service providers and departments within statutory organisations.
- d) Promote acceptance, equality, and understanding of Havering's LGBT+ communities.
- e) Challenge discrimination in all its forms against LGBT+ people.

We look forward to reporting back on the forum's activities in next year's report.

In February the Havering Compact and the leading charity Tapestry hosted an event to explore new ways of working together that would benefit the communities we serve.

Havering Council is arranged half-day workshops for voluntary and community sector organisations who wished to understand more about the procurement and tendering process.

The Havering Show was delivered in August 2015

Over 500 people attended the International Women's Week event –The event was a great opportunity to celebrate the achievements made over the previous year.

The Economic Development Team invited Adult Social Care Providers to join the Sustainable Care Havering Project providing an opportunity for Adult Social Care Providers in Havering to join a two-year business support programme aimed at increasing business productivity and efficiency through expert business advice and workforce planning support.

Objective 5. Develop a diverse workforce that can respond to the needs of all our customer

All revised and new HR policies and procedures will continue to 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.

The Council has run recruitment campaigns to encourage younger people to join the organisation. It has successfully run its apprentice campaign and graduate placement scheme

Objective 6. Embedding equalities into business as usual

E&D is part of the remit of the Community Safety and Development team and 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
 - 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.
-
- 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 2015-16 financial year, the Corporate Policy & Diversity team provided support and/or comments on:
 - 110 EIAs, and
 - 200 decision reports (Cabinet and committee reports and Executive decisions).

Following a review of the 2014-5 Fair to All training programme a revised E+D training offer was delivered for staff. The main aim of the revised training offer was to encourage as many employees as possible to participate and to make the training as practical and tailored as possible, making it easier for delegates to understand the relevance of equality and diversity

Bespoke training sessions were also delivered to Children's services and two E+D sessions were delivered to Members. The team will continue to use feedback to refine the E+D training offer for staff

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.



Havering
LONDON BOROUGH

**ANNUAL REPORT OF
THE CHAMPION FOR THE HISTORIC
ENVIRONMENT**

ANNUAL REPORT FOR THE MEMBER CHAMPION FOR HISTORIC ENVIRONMENT 2015/16

Introduction

I am pleased to be able to present my second Heritage Champion report to you, as much has happened this year. I will not make it a long report, in case that deters people from reading it, but will try and make it interesting and include the salient points.

Listed Buildings

Every year, Historic England issues a report of all listed buildings which are on their Heritage at Risk Register - meaning that these need attention. Ideally, I would love to see a nil report for Havering, but was nevertheless delighted to see our entries drop from 14 last year to 12 this year. And of these several are getting attention. I am very pleased to report that two structures that were removed from the Register were Parklands Bridge & Rainham Hall Stable Block.

Upminster Windmill

The Windmill is an iconic building of Havering, which had fallen into disrepair, despite its appearance. Heritage Lottery funding was applied for, and this was successful in its first attempt - and the scheme is now well on its way - a new Education and Training Centre is being built next to the mill. It includes sustainable features such as a sedum roof - this will include improved facilities, including much needed toilets. The repair of the mill itself has been awarded to a Dutch Millwright, as the other tender received from a British company was very much higher in price. The sails and the cap will be removed and transported to Holland, where they will be repaired. The project will take about two years to complete and whilst the works are being done the mill will look unsightly, however it will be worth the wait when it is completed. The sails will be returned, re-fitted and the milling machinery will be restored to working order. When it is completed it will be able to mill flour but it won't be possible to sell it to the public due to hygiene regulations

The archaeology work that has been taking place must be mentioned too - a steam plant was discovered behind the mill, which proved to be unique in the world - some achievement - but I'm too modest to say who was actually part of the dig that discovered it...



Upminster Windmill undergoing restoration work

Parklands Bridge

I am delighted to report that after considerable number of years, the bridge in Parklands Park has been restored. The bridge formed part of the C18th Gaynes estate and the bridge was designed by the famous English Architect, James Paine. The bridge had fallen into a very sorry state of repair and had an ugly metal parapet and structure was covered in ivy. The bridge has been restored to match its original appearance. The lime render has been repaired and a new decorative stone parapet has been installed. It is finished with a lime wash coating. - I would urge all members to go and have a look at it. The Chair of the Friends of Parklands won a

well-deserved civic award from our Mayor this April in recognition of his achievements.



Parklands Bridge before restoration works took place



Newly Restored Parklands Bridge



Rainham Hall

This fine 18th century house has also been fully restored by the National Trust and is open to the public. The stable block, listed in its own right is now a café and has a meeting room on its top floor. The gardens have also been renovated, and this is another worthwhile visit that I would urge you all to make.

Other buildings

Of course, things are not all perfect - Bretons is still causing concern, but plans are in progress, and the first draft has been done, with the second due any time now.

The Dell cottage, privately owned is in a very sorry state, but an urgent meeting is being organised.

Following the restoration of the war memorials in the Borough last year, the Secretary of State for Culture, Media & Sport on the advice of Historic England announced that Upminster War Memorial was to be listed - the Celtic cross in Upminster, unveiled in 1929 has now joined our other buildings of merit

I would urge all members to think of the heritage in their Wards - any buildings, memorials etc, which are of special note- please advise me, or our Historic Buildings Officer , to see if they can be listed by Historic England, and so preserve them from possible development.

Extract from the Romford Recorder, announcing Listed status for Upminster War memorial and the memorial following restoration.



Listed status for memorial to fallen

Upminster War Memorial has been given Grade II listed status by Historic England.

The memorial at St Laurence Church, Corbets Tey Road, Upminster, was unveiled on May 8, 1921.

Paid for by public subscription, the memorial was designed by Mr C Harrap, of Upminster, and built by Messrs Pilgrim and Sons of Ilford.

The original memorial commemorated 66 local servicemen who died during the First World War.

The names of 123 service personnel and 18 civilians were added to the memorial following the Second World War.

It has been given listed status due to its historic interest.

Historic England has described it as "an eloquent witness to the tragic impact of world events on this local community, and the sacrifice it has made in the conflicts of the 20th century".

The Celtic cross is described as being of "architectural interest".

The memorial has recently undergone restoration work funded by Havering Council.



The local list includes all buildings which are special to Havering, but are not rare enough nationally to be officially listed - the former Towers Cinema in Hornchurch is an example – a land-mark for Hornchurch, but one of many old cinemas in the country.

Bingo Hall in Hornchurch on the night it opened as the Towers Cinema in 1935. Havering Libraries-Local Studies

I have bi- monthly meetings with the head of planning, where we discuss the local list amongst other things. We used to have a full time post that dealt with the list, also planning matters which concerned historic settings, our conservation areas etc. but sadly this role is being filled by an officer for just one day a week - this simply is not enough, and I will make strong representations to get the matter sorted.

Conservation Areas

In Havering, we have 11 Conservation areas, these are reviewed every so often, and new ones considered - I often think that the old village of Wennington deserves this honour, and so preserve the heritage here, and keep the village as is.



Wennington Church

Most of our Conservation areas have societies which keep an eye on them, Havering-atte Bower and Corbets Tey both have conservation societies, one of the Boroughs previous Heritage officers lives in the heart of Rainham and takes an active interest in her surroundings. Gidea Park and Romford both have civic societies - this is to be encouraged, and the people involved listened to and supported.

Langtons Gardens, in the centre of Langtons Conservation Area has been restored to a very high standard as funding was obtained. The Friends of Langtons Estate are to be congratulated on their achievements. Langtons House itself, our registry office and the gardens make a very fine back-drop for the wedding photos. Nearby to Langtons House is Fairkytes, another important listed building, our well used arts centre.



Langtons Gardens

The only conservation area on the 'Historic England Heritage at Risk Register' is Romford - care should be taken with any planning applications, to make sure they are in keeping with the Conservation Area and encouragement given to the newly formed Civic Society to assist getting it removed from the list.

On a plus side, the centre of the area is our famous market -and funding has been obtained to improve it. Opportunity begs for the heritage to be preserved - a heritage walk, vistas of St Edwards Church not obstructed, the main idea of a family space is fine, but materials will have to be carefully considered so they are in keeping and well designed.



It is a must that the civic society is included in all plans for the market.

*St Edward's Church,
Romford*

At the moment nothing new is planned for our established areas, but there is a grave cause for concern - Thames Crossing. One option, option C, has a new road planned to go between North and South Ockendon - crossing large swathes of countryside, decimating the lovely old village of Orsett, and ruining many people's lives. The consultation, which brought a huge response, was flawed, as it implied that the Council's favoured option, option A, which is a bored tunnel next to the current Dartford Crossing was off the agenda - we can only hope that common sense prevails

Hornchurch Country Park

As well as our 3 historic parks, we also have Hornchurch Country Park, with its connections with RAF Hornchurch, during WW2 and WW1. This country park has recently received well needed funding, and now has a café, and shop, in a modern building, which fits very well in its historic setting. Although perhaps the primary use is the wildlife, of which there is plenty, there are also the old pill-boxes and other historic artefacts dating from WW2.



Hornchurch Country Park Wetlands

There are excellent notice boards about the wild-life, detailing what you can expect to see in the park. There are also two notice boards that explain the role that RAF Hornchurch played in the First & Second World Wars. The park is very well worth a visit.

Forums

We have 5 different forums, which take place throughout the year, important for keeping people and various societies informed of what is going on in our borough. These are the Library Forum, and forums that cover disabled users, parks, heritage and culture. There have been problems in finding time to organise these, which will be addressed in July, but the Historic Environment Forum has met twice in the past year.

The first time was at the Listed public house in Harold Hill, the “Morris Dancer”, formerly New Hall Farm, and a heritage asset in its own right. Talks and presentations included a history of the building, Rainham Hall and Boyd Hall School, in Cranham. Our Historic Building & Landscapes Officer gave a talk about the buildings included on the Heritage at Risk Register in the Borough, and outlined the action being taken on each case.

The second was a fascinating talk by Professor John Burland who was the expert responsible for advising on stabilising the leaning tower of Pisa, which was in danger of collapsing. He made the work sound easy, but I'm sure it was not. He has also been monitoring the leaning church wall at Rainham for a number of years, and although it appears to be in danger of falling over he assured us it is quite safe!



Rainham Church

Exhibitions

I think one of the most important things about our heritage is making sure that people know about it, are made proud of it, and hopefully will get involved with restoration, form friends of groups, which can then apply for the much needed funding.

Old Chapel have talks every 2nd Wednesday of the month, our Havering Museum has several exhibitions throughout the year, and our libraries, notably Romford and the local studies, now sadly down to just the one member of staff, also have put on several exhibitions throughout the year.

Hornchurch and Romford both have historical societies, which meet regularly, and



Upminster Windmill, until its restoration, and the Tithe Barn Museum in Upminster was open several days throughout the year.

Tithe Barn Museum

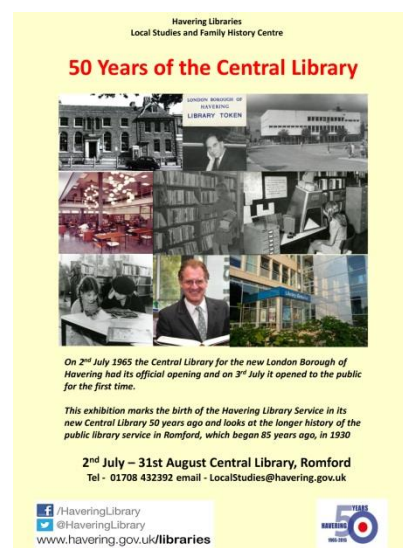
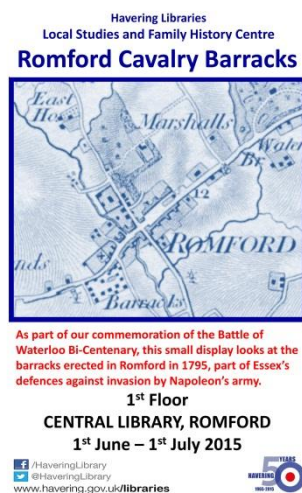
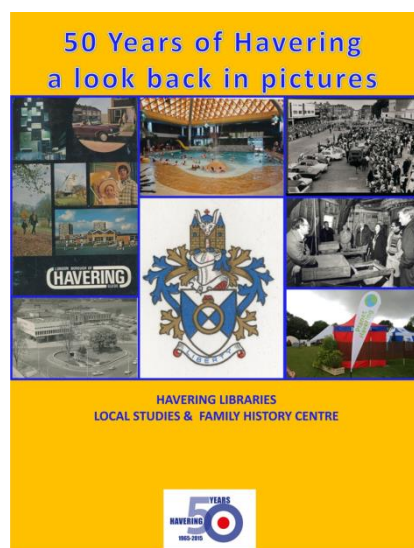
Havering Libraries Local Studies and Family History Centre 2015-2016

Local Studies continues to support individuals and organisations in their local and family history research, with 1700 visitors and more than 1,300 enquiries via email, letter and telephone.

Digitisation

Following the conclusion of two projects funded with external money, our team of digitisation volunteers have continued to help us to make more of our collection available online. They are scanning, re-packaging and cataloguing our illustrations collection using the skills developed through the projects. The images are available to view through the catalogue available through the Havering Libraries' website <https://arena.yourlondonlibrary.net/web/havering/welcome>.

Exhibitions



April 1st 2015 marked the 50th anniversary of the London Borough of Havering and Local Studies created a special display, **50 Years of Havering-a look back in pictures** which formed part of the Town Hall celebrations and was displayed at the Havering Show and the Central Library. During the year Local Studies mounted further exhibitions marking the bi-centenary of Waterloo with a display about the **Romford Cavalry Barracks**, and **50 Years of the Central Library** in its present building. The anniversary of D-Day was commemorated with a reshewing of **Pilot Officer Percy Prune and RAF Hornchurch**. Local Studies also prepared exhibition material for the Council's events to mark the Centenary of ANZAC Day at St Andrew's Church in Hornchurch on Saturday 25th April 2015. Display boards about Havering and Queen Elizabeth II were used at the Havering Show. The celebrations of Elm Park's 80th Anniversary in May 2015 were supported with an exhibition, originally compiled to mark its 75th Anniversary, at Elm Park's 80th Anniversary event.

Talks and Visits

The Local History Librarian has given a number of talks about the collection including to Chadwell Heath Historical Society, The Friends of Valence House, Hornchurch and District Historical Society, Good Companions at St Peter's Church, Harold Wood and on the history of Havering to Council staff involved in planning and conservation. School visits to the collection gave children the opportunity to discover Havering during the First World War and Havering during the Second World War. Children from St Peters RC Primary School visited to research the history of Marshalls House for their end of year play.

Additions to the collection

There were twenty five new accessions donated to the collection during the year ranging from **2015/31 Upminster Bach Society Programme for Concert 1976** and a privately printed book about the life of a First World War soldier who had been stationed at Hare Hall Camp **2016/5 George Howard Gilbert 1888-1968 His War Letters And and Outline of his Life and Times by John Gilbert** to **2015/14 Rotary Club of Hornchurch and Upminster - Council and Business Meeting Minutes 2005-2014**, **2015/18 A collection of postcards from Eric St Andrew Todd** which included a number of rarely seen postcard views of Romford, **2015/23 Havering Eighteen Plus Group Scrapbooks and other records 1968-2005** and the most unique collection received **2015/26 Havering-atte-Bower collection from Freda Rhodes** which includes a set of glass plate photographs produced for her grandfather to produce postcards in the Village Shop at Havering.



Cottons Park postcard from ACC2015/18 and a unique glass plate photograph of The Round House. Havering-atte-Bower from ACC2015/26

Online

Throughout the year **Home Front Havering**, <https://arena.yourlondonlibrary.net/web/havering/world-war-one-diary>, our online diary of life in Havering during the First World War has been updated monthly and marked such occasions as the departure of the Sportsman's Battalion from

Hornchurch and the arrival of the Artists' Rifles at Hare Hall and New Zealand troops at Grey Towers.



Local Studies contributes items to the Havering Libraries Facebook and Twitter timelines throughout the year.



Havering
LONDON BOROUGH

**ANNUAL REPORT OF
THE CHAMPION FOR the OVER 50'S**

ANNUAL REPORT FOR THE MEMBER CHAMPION FOR OVER 50's – 2015/16

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.

Social Isolation Project

The Social Isolation Project has been set up to respond to the increasing issue of social isolation and loneliness in our Older Adult community. A Steering Group meets regularly to provide strategic direction and input. I am a member of that group which has enabled me to provide Member influence and support.

Adult Social Care, Strategy and Commissioning, has responded to this issue through the recruitment of the Social Inclusion Coordinator, Samantha Saunders.

Samantha Saunders is leading the Social Isolation Project with a small team of Community Navigators. The Community Navigators visit the Older Adult at home and spend time finding out about the Older Adult's life and interests. They then research what is going on in local community that may be of interest for each individual.

The Community Navigator can then provide practical advice and support to help the Older Adult overcome issue around going out of their home. This can include practical issue relating to booking Taxi's or Dial a Ride, and attending activities with the Older Adult to encourage them to meet new people.

The Project will work with 100 Older Adults who are in receipt of an Adult Social Care package and have been identified as socially isolated. The Project is running for 1 year and is currently 7 months into the process.

The project will run until November 2016 and within this time has very specific objectives to achieve;

- To understand the socially isolated community of Older Adults in Havering .
- Evaluate the effectiveness of a Personalised Social Isolation Intervention - The change in the service user's perception of their social isolation.

- Cost Effectiveness of Personalised Social Isolation Intervention – The cost of the Adult Social Care Packages and impact on the draw on health services.
- Assess the potential of the existing wider community resources as a method to address social isolation.
- Identify gaps in existing community resources to inform future market shaping to address social isolation with wider cohorts.
- Develop an effective intervention approach which is transferable to wider cohort and business as usual.

To date the project has received 217 referrals and the staff are currently working with 79 clients. The clients referred to the project have provided valuable information about our Havering Older Adult community and provided an understanding of the needs and challenges in supporting Older Adults to overcome the barriers causing social isolation.

The project also is developing a broad understanding of the wider community resources and compiling a spread sheet to populate 'Earthlight', which is mapping software to collating geographic information and this will be transferred to business as usual.

Significantly the project has been able to identify gaps in current service and is developing an understanding how these gaps can be addressed to enable Older Adults to have greater choice and access to meaningful community activities:

- Home Based Support. There is a lack of options to refer older adults to who are limited in their ability to leave their homes, either due to physical disability or cognitive impairment. They function within their home with an appropriate level of support but report low mood, loneliness and social isolation due to these limitations.
- Enhanced Personal Assistant market to respond to the Social Needs of Older Adults. Service users in receipt of Personal Budgets which includes Social Isolation need support to understand what their options are and the PAs need to be skilled in how they can assist and motivate clients.

- Transport +. Transport options do not provide the level of support needed for older adults to access the wider community resources. Chaperoned transport to community activities is required to bridge the gap between the Older Adult and the community group.
- Collaborative approach to providing groups. Older Adults that want to attend groups but are limited by need to have accessible facilities. Community Groups could come together in one Community location with accessible facilities and PA support.
- Bringing People Together. Supporting Older Adults with similar interests to connect. A coordinator who can enable peer support groups to be established. An example of this has been support we have given to ex-servicemen and women to come together through SSAFA (The Armed Forces Charity), who are establishing a lunch club to meet this need.

The project will continue to work with clients until November 2016 and a report of the project's findings will be produced, with further recommendations.

'School for Scammers'

Mayor's Office for Policing and Crime (MOPAC) funding was used to create and deliver a bespoke interactive performance programme for community groups, to raise awareness of fraudulent activities that might affect them. In consultation with the Safer Neighbourhood Board, **School for Scammers** - a humorous and thought-provoking one-hour Forum Theatre and multi-media programme for adult/young adult audiences.

The programme opens with a performance of the **School for Scammers** short play to ice-break the session. After the initial scripted scenario is played out, the audience participates in a Forum Theatre workshop to decide which direction the characters should take, leading to the outcome of the drama.

This is followed by a specially devised quiz session using the Qwizdom™ interactive learning system (where appropriate) to assess how much information about the issues the audience has understood and absorbed.

This second tour of **School for Scammers**, was delivered from January through to April 2016. There was a diverse range of audiences and a new selection of Havering community groups. However primarily the focus was those aged 50+ as can be seen below.

Date	Group	Audience	Participants
Friday 22 nd January 2016	Elm Park Community Association: Over 50s Coffee Morning	Ladies aged 50+	20
Monday 25 th January 2016	Mardyke Community Association / Centre: Orchard Village 40+ Club	Mixed Aged 65+	13
Thursday 11 th February	Salvation Army: Friendship Group	Mixed Aged 60+	145
Wednesday 17 th February 2016 PM	Romford Synagogue, Luncheon Club	Mixed Aged 50+	35
Wednesday 17 th February 2016 Evening	Hornchurch Bowls Club: Hornchurch Harmonies Women's Institute	Ladies Mixed Ages	40
Thursday 21 st April 2016	Yew Tree Resource Centre: Havering Self Directed Support Group (SDS)	Mixed Aged 50+	10
Tuesday 26 th April 2016 PM	Emerson Park Community Hall: Hindu Cultural Society of Havering	Mixed Elders	35
Tuesday 26 th April 2016 EVE	HOPWA House: 3H Club	Mixed adults with learning difficulties	40
TOTAL 8 Performances			338

A bid for five further sessions has been and the Safer Neighbourhood Board are awaiting approval.

Tapestry Befriending in Sheltered Housing Complexes

The Council has been working with Tapestry to deliver a Befriending Scheme for residents in Sheltered Housing. A survey undertaken in 2014 showed that 45% of the 400 people questioned felt isolated on account of poor health, limited social contact and restricted mobility.

The scheme was launched in November 2015 to help people feel less isolated and promote confidence, independence and access to health services. Within five months had engaged 129 residents in a variety of opportunities including telephone befriending and group activities.

The project is currently under review to identify what improvements can be made in the future.

Visbuzz

London Borough of Havering are one of five boroughs awarded a grant by London Councils to trial 'Visbuzz'. Visbuzz is a simple video calling tablet, that enables Older Adults to securely contact their family members to make a video call.

The Visbuzz user sees a picture frame containing photographs of the people they have chosen to keep in touch with. A single touch of a photograph is all that's needed to connect them immediately for a face-to-face video call, or to accept an incoming call. If it's not convenient to talk, there is a simple messaging system. No unauthorised callers can use Visbuzz. Friends or relatives can video call the Visbuzz User from just about any tablet, smartphone, laptop or PC connected to the internet.

The Visbuzz Project will be issuing 90 Tablets with MIFI (internet access) to Older Adults in receipt of Adult Social Care and living in the community. The project will run for 1 year and there is no charge for the Older Adults for this period.

Disabled Go

Provides a list of locations at a 1,000 venues in Havering which sets out access options which can assist people getting out and about.

Free Swimming for Over 50's

The scheme is still flourishing and user statistics for all pools across the Borough showed that 937 people over the age of 50 had benefitted from the free swimming arrangements in the year March 2015-April 2016, including 13 over the age of 80.

Havering Over 50's Forum

I have attended meetings of the Havering Over 50's Forum regularly and participated in some of the social activities that the group hosts as well. The Forum regularly has around 100 attendees.

The Havering Over 50's Forum invites speakers to attend meetings. There is a wide and varied programme and this year, speakers included representatives from the Essex Wildlife Trust, Havering Museum, Rainham Hall, Healthwatch, Open Locksmith, the Deputy Chief Pharmacist and "Disabled Go". The Forum is very active and well supported and plays an important role in the Borough. Attendees cascade their knowledge to other groups of which they are members so knowledge and information is shared.

“Techy Teas”

Upminster Library started hosting monthly “Techy Teas” in December 2015. The sessions have grown from 5 attending in December to an average of 34 per month.

The majority of people who attend are over 50, although the sessions are not exclusively for this age range.

The sessions are run by a mixture of CAB and Library volunteers who share their IT skills with those who may be struggling to use their laptop, Smart Phone or Tablet. Customers are invited to “drop in” with their device and their problem and they will receive one to one support from a volunteer. While they are waiting, they are able to have a cup of tea and a chat.

The feedback from customers has been really positive with many returning when they encounter another problem.

Visits to Groups in the Borough

There are several active groups in the Borough which I have visited over the past year.

- **CAMEO (Come and Meet each other)** meets in Collier Row Church Hall for tea, conversation and board games. They would like to be able to join in with the Havering Over 50's Forum, but as transport links between this part of the Borough and the Town Hall are limited, many of the people in the area find it difficult to attend.
- **Circle of Friends** that meet regularly in HOPWA House
- **Di's Diamonds** – a very active group with a membership of over 400 that enjoy visits to art galleries and exhibitions, meals out, bowling and trips to sites of local interest, such as Upminster Chapel.
- **Cranham Baptist Church** – also provides opportunities for older people in the Borough to meet regularly.

Individual Cases

I feel that one of the most important parts of my role as Champion for the Over 50's is to take on individual cases. This year, I have done a considerable amount of work with Housing Services to achieve practical solutions for re-charging and storing mobility scooters in Cottons Court. Residents encountered serious problems with the existing design of the storage utility that posed physical risk and caused damage to scooters from lack of heating and condensation. As a result, I am pleased to report that the current garden area is being adapted to provide a new storage space and

the lessons learned from this case will be used to inform future building design. Residents have been fully involved in developing the solution. Housing officers have been particularly helpful with this.

I have also undertaken to liaise with the Council on complaints in Care Homes.

The other significant issue to emerge during the course of the year is Council communication with the over 50's. An example of this has been the renewal of green waste bins, which is now only accessible online. Many of the people affected by these changes are less mobile and do not have ready access to IT. The switch to online renewals was made without consultation and with no alternative provision for renewal. Consequently, a significant number have felt marginalised by the change and I do feel that we have a duty to take the needs of this group into account when making future modifications to the service. Following a Council debate on 8th June, this matter is now being addressed and alternative methods being developed to provide options for those without computer access.

Councillor Linda Van den Hende

**ANNUAL REPORT OF
THE CHAMPION FOR THE
VOLUNTARY COMAPCT SECTOR**

ANNUAL REPORT FOR THE MEMBER CHAMPION FOR THE VOLUNTARY SECTOR COMPACT 2015/16

Havering Volunteer Centre

Due to the closure of HAVCO Volunteer Centre in September 2015, the new Havering Volunteer Centre was set up in October 2016 with support from Havering Council. In January 2016 the new Trustee Board and CEO Shelley Hart took on the lease to premises 32-34 High St., Romford, RM1 1HR and started to operate from that address. The official launch took place on 2nd June 2016 and I was pleased to be one of the guest speakers. I have regular meetings with the CEO and am currently in the process of conducting on-going negotiations with the Council to fund DBS checks for volunteers.

Since the Volunteer Centre opened its doors approximately over 240 residents have signed up to volunteer and local organisations have registered their volunteering opportunities with the Centre.

Community Clean Ups

From April 15 – March 16: a total of 722 volunteers took part in 48 recorded clean ups (including the Clean for the Queen) across the Borough.

- Clean for the Queen weekend 4th-6th March: in total 13 recorded sites took place with 442 volunteers taking part.



Friends of Rise Park & Parklands Infant School supported the Clean for the Queen event at Rise Park



The Arise Metropolitan Assembly Church co-ordinated at Clean Up at Elm Park Broadway in partnership with the Elm Park Ward Councillors

Compact

During 2015 a steering group made up of a range of local statutory and voluntary sector organisations worked together to refresh the Havering Compact, the local agreement between the public and voluntary and community sectors on how to work together effectively. The Compact was re-launched on 18th November 2015.

On 29th February the Compact held its first event in partnership with Tapestry to support and build smaller charities, aid networking and collaborative working across the voluntary and community sector. 18 attendees, 11 organisations charities, organisations and partners were represented.

Following on from this event the Compact Steering Group further discussed engaging with more VCS organisations to strengthen collaborative working on prospective contracts. A workshop has been organised to take place on 5th July to explore the possibility of forming a Special Purpose Vehicle (SPV).

Early March saw the first issue of the Compact News distributed via the Council's email updates. An advance subscription of 118 had signed up in anticipation. Subscription numbers have increased monthly and currently stand at 671.

The signed Compact agreement and terms of reference can be found on the Havering website

Active Living E-Newsletter and Communications

The Active Living email update is produced on a monthly basis and provides information on events, activities, groups and clubs, services, volunteering and funding opportunities offered to residents aged 50+ and organisations who provide services to cater for this particular section of the community.

Organisations are welcome to promote their service at no charge.

Subscription has increased at a pace from October 2014 with 150 readers to present day 4661.

LGBT+ Forum

The Havering LGBT+ Forum held its inaugural meeting on 7th June when a committee and officers were elected and constitution agreed.

It is envisaged the group will have an emphasis on safety and security, health, signposting to local services and a social element.

Events

International Women's Day took place on Saturday 12th March 2016 from 11-4pm , Ardleigh House Community Association was the host venue. The Havering theme was Health & Well Being. £1000 sponsorship was received from Tapestry, with approximately over 400 residents attending this free community event.



Complimentary massages



Event organisers and Guest Speakers

BME Forum Health Events

During 2015 the BME Forum hosted 3 community health and wellbeing events. The first event took place on Wednesday 19th May, 2015. A Dementia and Alzheimer's Awareness Event, held at The Salvation Army Hall, Petersfield Avenue, Harold Hill, RM3 9PP between 1.00pm-4pm, featuring information stalls and an interactive workshop on Dementia.

An Emotional Health and Well Being Event was held on Wednesday 15th July 2015 from 2.00pm and 5pm at the HASWA Centre, Greenfields, Kilmartin Way, Hornchurch RM12 5NB. This event hosted an informal market place style format with information stalls and interactive workshops on Emotional Health & Well Being.

ON 19th November 2015 the BME Forum hosted the first Havering International Men's Day at the YMCA, Romford. This event provided information and talks on men's health and well-being.

I have attended a variety of events as Council Champion over the past twelve months, including the Annual event at Yew Tree Lodge, several Havering MIND events, including the Christmas party, the Friends of Cotton Park "Fun Day" and a celebration at the Hindu Temple in Noak Hill.

Volunteer Recognition event

This was held on 3rd June in recognition of the many volunteers in the Borough

Library Volunteers

Since January 2016 a push on the recruitment and training of volunteers within the library service has seen an increase in numbers. A recent count in the number of volunteers showed that there are now 280 volunteers within the service, this is 97% of the target.

The volunteers were recruited through a vigorous advertising campaign; these were targeted in specific wards or library catchment areas that had a traditionally low uptake in volunteering. It was also advertised on London Volunteering websites and in the local press. The Equality and Diversity data has been incredibly positive and has demonstrated an increase in young and BME individuals volunteering. More work is being done to investigate how to improve our uptake of those with disabilities and men.

All volunteers, old and new have been given a new training offer, this includes a corporate induction that covers:

- Safeguarding
- Equality and Diversity
- Customer Service
- Health and Safety

This training is being delivered by the reader development team & is being very well received by volunteers old and new.

A new system is in place for the volunteers which operates like an online dashboard, allowing them to communicate with volunteers from all over the service and to swap shifts if necessary, this is currently being piloted & evaluated.

Funding

Since May 2015 – March 2016 the Community Development Team (formerly the Community Engagement Team) have secured £390,815.00 in external funding for Voluntary & Community organisations and groups across the Borough.

The Harold Hill Food Bank, Bower Hall, Harold Hill Bowls Club, Elm Park Community Association, Havering Islamic Cultural Centre and Friends of St. Andrews Park are just some of the local organisations and groups that have received successful grants from a variety of external funders that include: Veolia North Thames Trust, Henry Smith Foundation and the Big Lottery Awards for All.

Voluntary & Community Sector

Since the completion of the Voluntary Sector consultations in February 2016, the outcomes from that consultation have produced: the creation and adoption of the Voluntary Sector Strategy & Action Plan, the development of a Volunteer Strategy & Action Plan.

Business Continuity, Crowdfunding and Procurement workshops have been provided to the voluntary sector.

The Voluntary & Community web section has been developed on the Havering website to support and offer guidance to the Voluntary & Community Sector.

Councillor Viddy Persaud

**ANNUAL REPORT OF
THE CHAMPION FOR YOUNGER
PERSONS**

ANNUAL REPORT FOR THE MEMBER CHAMPION FOR YOUNGER PERSONS 2015/16

It is a real privilege for me to be able to present this report to the council. Over my two years as the Champion for Younger Persons, I have been very fortunate to meet so many hard-working and dedicated young people who see it as their duty to serve our community and put others first. We should all be very proud of them. Looking at the talented and selfless individuals that I have met, I can safely say that our Borough has a bright future ahead.



The Mayor and Mayoress and Cllr Joshua Chapman congratulate our two new members of youth parliament.

Youth Council/Youth Parliament May 2015/2016

Youth Council and Youth Parliament attended Conventions in London organised with British Youth Council for Make Your Mark Campaign 2015/16.

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.

MYM is a UK-wide ballot which gives young people aged 11-18 the chance to decide what Members of Youth Parliament should debate and vote on. The Youth Council set a target to double the amount of votes from last year's (2014) Make Your Mark Campaign which achieved just under 2,000 votes.

All secondary schools participated including 2 Special Educational Needs schools, home Educated and Youth Centres. Havering achieved just under 9,500 votes and was the 5th most improved Borough in the UK (Source: British Youth Council).

HAVERING TOP 5

NUMBER	ISSUE
1.	Living Wage
2.	Curriculum for life
3.	Transport
4.	Reduce racism and religious discrimination in our communities
5.	Votes for 16 & 17 Year Olds

Members of Parliament attended the House of Commons in November to debate the top 5 issues in the UK.

1. A living wage
2. A curriculum to prepare us for life
3. Transport
4. Mental health
5. Reduce racism and religious discrimination in our communities

Both Havering members were chosen by Rt Hon John Bercow MP to speak and both took part in the vote. Campaigns receiving the most votes were: **Reduce Racism and Mental Health**.



Havering MYP's 2014/16 far left in blue jacket Frankie Walker and in red dress Tolu Akingbade

The term for Youth Parliament is for 2 years and which ended February 2016... applications were invited for young people in Havering to be elected. There was a great response, current MYP's were involved in interviewing and shortlisting process and 6 candidates were successful to campaign to be elected. Cllr Joshua Chapman was kind enough to be part of the Public Speaking and Campaign workshop held at the Town Hall in January 2016. Results were announced in February by Cllr Chapman and The Mayor, after 2 weeks of campaigning in schools and youth centres. The Event was attended by the candidates' schools and families.



Voting in Havering Secondary School

Havering MYP's are Eddie O'Sullivan and Victor Sarpong taking up their role 1st March 2016 until February 2018.



*Results Night Town Hall 25th Feb 2016
From left to right Frankie Walker MYP 2014/16 Eddie O'Sullivan, Victor Sarpong,
and Tolu Akingbade MYP 2014/16*

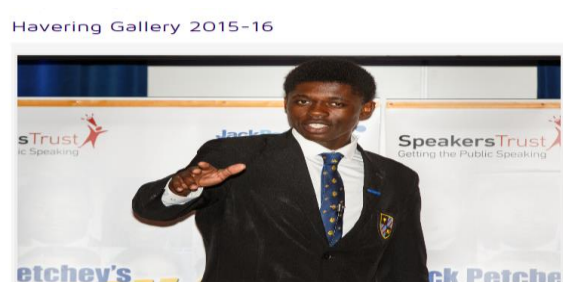
Projects:

- Youth Parliament and Youth Council were involved over the summer of 2015 in a project with Havering Community Safety Team on healthy relationships. Together they developed a USB for young people that can save their work but also has a section that gives information on healthy relationships and Government definition of Domestic Abuse. This resource also has a short film, questions and answers as well as signposting for further information and support.
- Youth Council and Youth Parliament met with young people from Children in Care Council and Young Carer's to work on a project with LSCB.

Events/Meetings/Achievement:

- Member of Youth Parliament attended an event in Hoxton for Anti-Bullying '*Greatness over bullies*' which was arranged by Thurrock Youth Council. The event was attended by key speakers and very inspiring.
- Youth Council supported with Cup Cake decorating activities during the Children in Care Council Launch. The Launch was a day full of fun activities at MyPlace (Harold Hill)
- Male Youth Council members attended MENS DAY at YMCA, Romford promoting male health and awareness. Not many people know about it, but every year on the 19th of November, International Men's Day (IMD) is celebrated in several countries in the world including UK. The Havering BME forum hosted the first event to specifically promote men's health on International Men's Day.
- Youth Council and Youth Parliament attended Young Carer's event to meet young people and their families. The day was an opportunity to raise awareness of both youth forums.
- Eddie O'Sullivan MYP was involved in stakeholder event and interviewing process for Chief Executive in Havering. Eddie was part of the 'workforce of the future' group who were able to meet and interview the candidates.
- Both new MYP's attended Youth Parliament induction at the Youth Voice Leadership weekend in Doncaster, organised by the British Youth Council. They attended workshops and made links/contacts with other boroughs over London and the Country.
- Youth Council and Youth Parliament have been fortunate enough to be part of workshops delivered by the Communications Team on Campaigning and Social Media. The workshops gave a great insight into campaign work and using social media. A Big Thank You to Louis High, Veronica Beserve and Keith Brown.

- Two Youth Council members (with other young people from their secondary school) attended *We Day* this year (March 2016). *We Day* is a yearlong educational program, *WE Schools*, work together to empower youth to be drivers of social change. At the heart of *We Day* and *WE Schools* is the belief that when we act together, we can transform the world. 'We' model of youth empowerment challenges young people to act with intention, and lead with compassion and the conviction that together we can transform lives locally and globally'. It was held at SSE Arena, Wembley, with 12,000 young people attending. Source: <http://www.weday.com/we-day-events/we-day-uk/>
- School recognised for democracy programmes – Marshalls Park School has been awarded a Discovering Democracy Award by the British Youth Council in recognition of their commitment to a democracy curriculum and raising awareness of democracy. The award aims to showcase those schools who engage young people, particularly those aged 16+, with democracy from an early age, whether that is voting for their representatives or a school council, or voter registration, or getting involved in social action campaigns. All awards were judged by a panel including young people and will celebrate and share the success of schools and colleges that go further in equipping their students with the skills and knowledge to use their voice in our society. Source: <http://www.byc.org.uk/news/schools-recognised-for-democracy-programmes.aspx>
- Jack Petchey Speak Out Challenge was hosted by Drapers' Academy in May. There were many great speeches. Source: <http://www.speakoutchallenge.com/havering-gallery-2015-16/>
 - 1st place went to Victor Sarpong, from Marshalls Park School (who is Havering MYP)
 - 2nd place went to Eve Meskell, from Coopers' Company & Coborn School
 - 3rd place went to Isobel Martin from Francis Bardsley Academy.



Councillor Joshua Chapman



FULL COUNCIL, Wednesday 13 July 2016

MEMBERS' QUESTIONS

ELM PARK SCHOOL

1) To the Cabinet Member for Children & Learning, Councillor Robert Benham

From Councillor Barbara Matthews

Elm Park Primary is a relatively new school, but has encountered a number of issues including a major leak since being open. Would the Cabinet Member confirm what safeguards are in place to ensure that such failures do not occur and that the local council taxpayers do not end up footing the bill for failures by contractors.

GLA PRECEPT

2) To the Leader of the Council

From Councillor Lawrence Webb

Since the creation of the greater London Authority in 2000 how much has Havering contributed to the Mayors budget both through the GLA precept and other levies such as the Community Infrastructure Levy.

During that same period how much funding has Havering received from the GLA.

NEW TENANTS IMMIGRATION STATUS

3) To the Cabinet Member for Housing, Councillor Damian White

From Councillor Michael Deon Burton

Would the Cabinet Member comment on the requirement of private landlords to check the immigration status of all new tenants and those renewing their tenancies and any implications for the Council of this requirement.

AIR QUALITY IN THE BOROUGH

- 4) To the Cabinet Member for Environment, Regulatory Services and Community Safety, Councillor Osman Dervish

From Councillor Keith Darvill

What progress is being made to improve the Borough's Air Quality?

CAR PARKING CHARGES IN PARKS

- 5) To the Cabinet Member for Environment, Regulatory Services and Community Safety, Councillor Osman Dervish

From Councillor Ray Morgon

Given that the Administration planned to introduce car parking charges in a range of parks in Havering back in November 2015, would the Cabinet Member confirm that these have now been formally dropped given that the commuter parking problem could not be evidenced for every park, together with an appropriate business case.

SHOPS IN HILLDENE AVENUE

- 6) To the Cabinet Member for Environment, Regulatory Services and Community Safety, Councillor Osman Dervish

From Councillor Lawrence Webb

Over the last five years what was the p.a revenue from the shops in the vicinity of Hilldene Avenue?

Since the introduction of the parking charges how often have the shops defaulted or delayed payment of their rents.

PLANNING ENFORCEMENT IN WILFRED AVENUE,RAINHAM

- 7) To the Cabinet Member for Environment, Regulatory Services and Community Safety, Councillor Osman Dervish

From Councillor David Durant

At June 8th Council meeting Cabinet Member, Cllr Dervish provided an update regarding two 2 metre high industrial style front brick walls in a residential turning at 20 Wilfred Ave, Rainham. He said a Certificate of Lawfulness submitted by the owner had been rejected on May 9th and they had been asked to lower the front part of the walls.

Council, 13 July 2016

Additionally Cllr Dervish agreed to check whether as requested an inspection of extensive work at the back of the property had been undertaken to ensure it complied with planning rules.

Please can Cllr Dervish provide a new update regarding enforcement against the front walls and whether a site visit and inspection of the back of the property has taken place.

CYCLING ON PAVEMENTS

8) To the Cabinet Member for Environment, Regulatory Services and Community Safety, Councillor Osman Dervish

From Councillor Reg Whitney

Would the Cabinet Member confirm what restrictions are in place in relation to cycling on pavements?

MAPPING OFF ROAD PARKING & DROPPED KERBS

9) To the Cabinet Member for Environment, Regulatory Services and Community Safety, Councillor Osman Dervish

From Councillor Ian de Wulverton

What is the reason the council has paid a private company, to map out all off road parking and dropped curbs in Havering? What was the cost to the council for the aforementioned mapping process?

ONESOURCE SAVINGS

10) To the Cabinet Member for Housing Company Development & oneSource Management, Councillor Ron Ower

From Councillor Jeffrey Tucker

Please provide an update regarding changes in the number of Havering employees and forecast net savings within the 5 year plan following the merger of all back office administrative services with Newham.

ASBESTOS IN SCHOOLS

11) To the Cabinet Member for Children & Learning, Councillor Robert Benham

From Councillor Jody Ganly

Would the Cabinet Member confirm how many Havering schools contain asbestos and what regular checks are made to ensure that they remain safe for both students and teachers.

EMERGENCY CONTACT FOR COUNCILLORS

12) To the Cabinet Member for Environment, Regulatory Services and Community Safety, Councillor Osman Dervish

From Councillor Ian de Wulverton

What is the council's procedure for councillors to contact them in an emergency?

COUNCIL CREMATORIUM

13) To the Cabinet Member for Environment, Regulatory Services and Community Safety, Councillor Osman Dervish

From Councillor June Alexander

Would the Cabinet Member confirm what regular maintenance action is taking place to ensure that our crematorium looks well kept.

EX-ARMED FORCES PERSONNEL ON HOUSING REGISTER

14) To the Cabinet Member for Housing, Councillor Damian White

From Councillor Barry Mugglestone

Would the Cabinet member confirm how many times Havering Council had confirmed the service of ex-armed forces personnel with the Royal British Legion as per page 116 June Cabinet papers.

Council, 13 July 2016

HAVERING SCHOOL PUPILS

15) To the Cabinet Member for Children & Learning, Councillor Robert Benham

From Councillor John Wood

Would the Cabinet Member confirm how many pupils in Havering schools live outside the borough.

This page is intentionally left blank

COUNCIL, 13 July 2016

MOTIONS FOR DEBATE

A LOCAL LONDON INTER AUTHORITY AGREEMENT

Motion on behalf of the Independent Residents' Group

This Council agrees to co-operate with other councils in an ad hoc way to promote mutual interests, but wishes to remain a unitary authority within a reformed GLA, rather than become part of a sub-region of the GLA (1 of 5) that could morph into a combined authority as part of the governments EU inspired devolution plans and thus calls on the Executive to withdraw from the Local London Inter-Authority Agreement, details of which contained in 15th June Cabinet agenda

Amendment by the Conservative Group

Amend motion to read:

This Council agrees to co-operate with other councils and notes that there are no proposals for combined authorities in London.

Amendment by the Labour Group

Amend motion to read:

This Council agrees to continue co-operating with other London Borough Councils as unitary authorities to ensure effective and wide reaching devolution of powers.

B COUNCILLOR CAR PARKING POLICY

Motion on behalf of the Independent Residents' Group

That Council recommend an Executive Decision be approved to agree the following revision to the policy on Member car parking:

Parking for councillors is **free** in the following circumstances:

Council, 13 July 2016

- Attendance at formal meetings or other briefings during the day (e.g Licencing Committee, School Appeals).
- All evening meetings (using their ID pass to access the CMT/Members car park after 5.00pm or the adjacent public pay and display bays which are free after 6.00pm)

Beyond the circumstances above, **paid** parking is available as follows:

- Councillors who need to attend the Town Hall on a daily basis can purchase a permit at a reduced rate. Payment can be deducted at source from Members' Allowances. Paying the full monthly/annual amount will also entitle permit holders to use any of the allocated staff car parks on weekdays and Saturdays (excludes Angel Way Multi-storey on a Saturday) - a windscreen permit will be provided.
- Alternatively, for more occasional parking not involving formal meetings, councillors can purchase a Pay and Display ticket from the public machine near the entrance to the Town Hall.

Access to the CMT/Member car park before 5.00pm can be obtained by 'buzzing' Reception from the entrance barrier and Councillors stating they are engaged upon specified Bona-Fide Council business. Members are asked however to ensure that a valid permit (pre-paid or pay & display) is on display when required.

Amendment by the Conservative Group:

Amend motion to read:

This Council, in recognising that when the charges for staff car parking were introduced they also applied to councillors, who did not wish to impose on staff charges which they were unwilling to accept themselves, wishes this principle to continue and requests Governance Committee to review the implementation of the current scheme in order to ascertain whether any practical adjustments are appropriate.

C 'ROGUE' LANDLORDS

Motion on behalf of the Labour Group

This Council reaffirms its decision to introduce an Article 4 Direction and an effective Licensing Scheme of Private Landlords as soon as it can and further agrees as a matter of priority to ensure that it takes action under the Housing Act 2004 when it has concerns about the quality of accommodation provided in residential property within the Borough and also to use both housing and planning powers simultaneously to take action against rogue Landlords.

Council, 13 July 2016

Amendment by the Conservative Group

Amend motion to read:

(Amended wording shown in italics)

This Council reaffirms its decision to bring *an Article 4 Direction into force on 13th July 2016* and an effective Licensing Scheme of Private Landlords as soon as it can and further agrees as a matter of priority to ensure that it takes action under the Housing Act 2004 when it has concerns about the quality of accommodation provided in residential property within the Borough *and to work with the Council's partners to use all available powers* (including anti-social behaviour, housing and planning) to take action against rogue Landlords.

This page is intentionally left blank