



COUNCIL MEETING

7.30 pm Wednesday, 22 January 2020
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

John Jones
Monitoring Officer

For information about the meeting please contact:
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Please note that this meeting will be webcast.

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

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

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

Reporting means:-

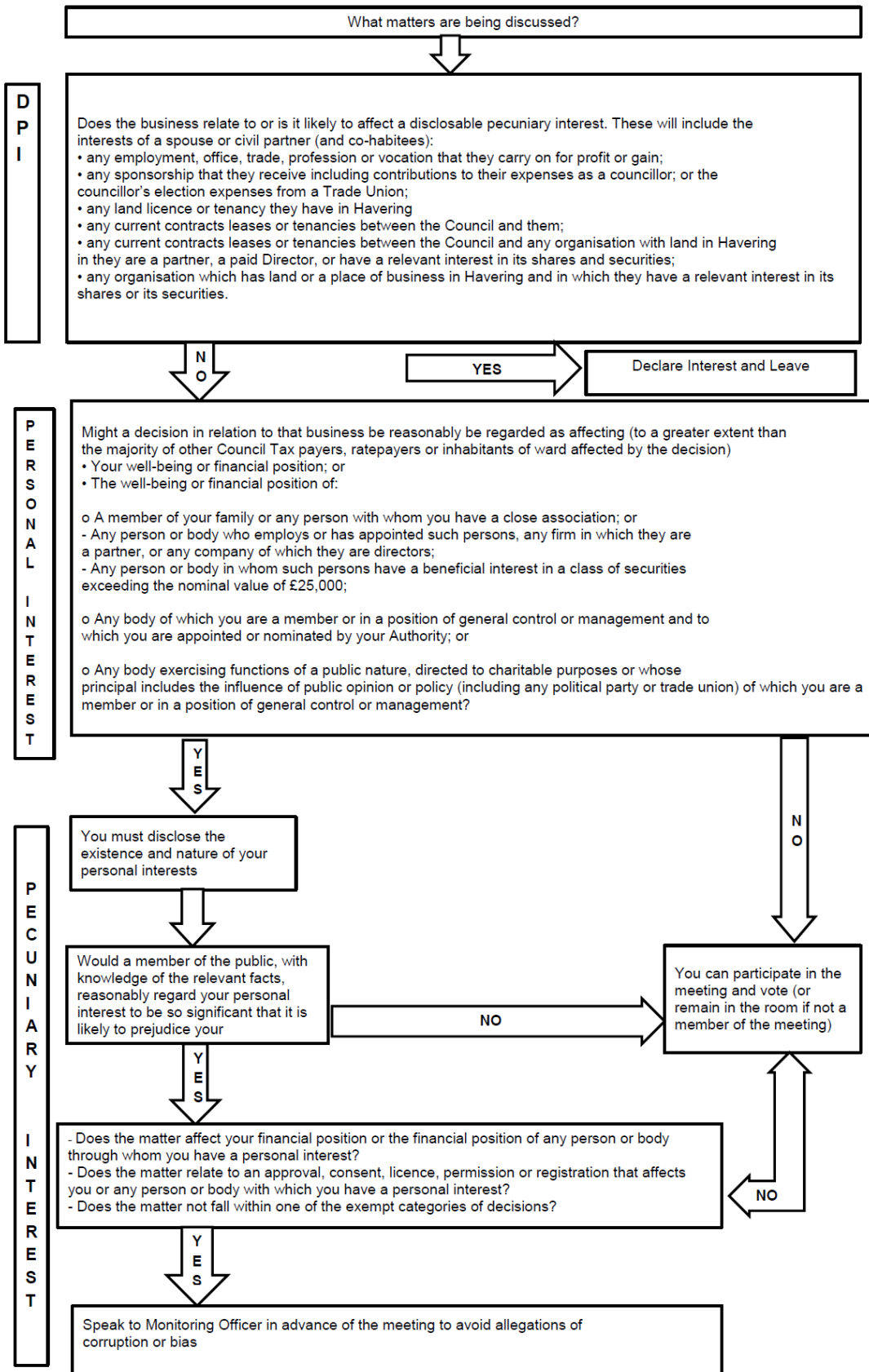
- filming, photographing or making an audio recording of the proceedings of the meeting;
- using any other means for enabling persons not present to see or hear proceedings at a meeting as it takes place or later; or
- reporting or providing commentary on proceedings at a meeting, orally or in writing,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

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

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

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

DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF



AGENDA

1 PRAYERS

2 APOLOGIES FOR ABSENCE

To receive apologies for absence (if any).

3 MINUTES (Pages 1 - 28)

To sign as a true record the minutes of the Meeting of the Council held on 25 September 2019 (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

To receive any petition presented pursuant to Council Procedure Rule 14.

Councillor Ower has given notice of intention to present a petition.

7 DIGITAL PLATFORM REPLACEMENT (Pages 29 - 42)

Report of Cabinet attached (subject to approval by Cabinet).

8 OVERVIEW AND SCRUTINY RULES - EXEMPTIONS TO THE CALL-IN (REQUISITION) PROCEDURE (Pages 43 - 48)

Report of Chief Executive attached.

Council, 22 January 2020 - Agenda

9 MEMBERS' QUESTIONS (Pages 49 - 52)

Attached.

10 MOTIONS FOR DEBATE (Pages 53 - 54)

Attached.

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**MINUTES OF A MEETING OF THE COUNCIL OF THE
LONDON BOROUGH OF HAVERING
Council Chamber - Town Hall
25 September 2019 (7.30 - 10.27 pm)**

Present: The Mayor (Councillor Michael Deon Burton) in the Chair

Councillors Councillors Robert Benham, Ray Best, Carole Beth, Joshua Chapman, John Crowder, Philippa Crowder, Osman Dervish, Tony Durdin, Brian Eagling, Gillian Ford, Jason Frost, Martin Goode, Linda Hawthorn, Judith Holt, Tele Lawal, Paul McGeary, Paul Middleton, Sally Miller, Robby Misir, Ray Morgon, Barry Mugglestone, John Mylod, Stephanie Nunn, Denis O'Flynn, Gerry O'Sullivan, Ron Ower, Dilip Patel, Nisha Patel, Bob Perry, Viddy Persaud, Roger Ramsey, Timothy Ryan, Jan Sargent, Carol Smith, Christine Smith, Natasha Summers, Matt Sutton, Maggie Themistocli, Jeffrey Tucker, John Tyler, Linda Van den Hende, Christine Vickery, Melvin Wallace, Ciaran White, Damian White, Michael White, Reg Whitney, Christopher Wilkins, Graham Williamson and Darren Wise

Approximately 12 Members' guests and members of the public and a representative of the press were also present.

Apologies were received for the absence of Councillors Keith Darvill, Nic Dodin and David Durant.

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

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

The meeting closed with the singing of the National Anthem.

29 MINUTES (agenda item 3)

The minutes of the meeting of Council held on 10 July 2019 were before the Council for approval.

RESOLVED:

That the minutes of the meeting of Council held on 10 July 2019 be approved as a correct record and signed by the Mayor.

30 DISCLOSURE OF INTERESTS (agenda item 4)

There were no disclosures of interest.

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

A minute's silence was held in memory of former Councillor Harry Bygate who had sadly passed away recently. Tributes were paid to Councillor Bygate from all sides of the Chamber.

The Mayor also congratulated staff involved in the recent London in Bloom Awards in which Havering had been highly successful and gave congratulations and thanks to his Mayoral Support Officer who would be retiring shortly.

The Leader of the Council made several announcements including that the Local Plan would be refreshed to allow New Zealand Way the same protection as Hornchurch Country Park and that the planning application for Gooshays Green would be withdrawn. Protections for the Green would also be proposed in the refresh of the Local Plan. A report to Cabinet would also be brought forward outlining the delivery of affordable housing across Havering.

A consultation would be launched concerning parking charges and the work of the Highways Advisory Committee would now focus on systematically reviewing every parking restriction across havering.

32 PETITIONS (agenda item 6)

A petition was presented by Councillor Mylod concerning a request for traffic calming measures in Mill Park Avenue and Mavis Grove, Hornchurch.

33 UPDATE REPORTS ON THE 2021 BUDGET AND MEDIUM TERM FINANCIAL STRATEGY (MTFS) (agenda item 7)

It was confirmed that a report had been agreed by Cabinet at its meeting on 18 September 2019 concerning an update of the Council's Medium Term Financial Strategy (MTFS) and budget for 2020/21. The report summarised the Council's current financial situation, updated on the MTFS and proposals to close the funding gap and also gave an update on the 2019/20 capital programme.

Questions on the report were submitted by the Residents' and Labour Groups and were responded to by the Leader of the Council as shown below.

From The Residents' Group with reference to paragraph 1.5 of the report

Question:

1. Would the Leader of the Council confirm why there is a £818K overspend in the Neighbourhoods budget and how this has been allowed to happen?

Answer:

The Neighbourhood Team are working to reduce the current overspend before the end of the year. The current projected overspend for the end of the year has reduced to £485k. As set out in the report, the pressure is partially due to the delayed delivery of the Keep Havering Moving Strategy. Work streams within the strategy are underway but there has been slippage in some timescales. It is not unusual for new strategies to take longer to bed in than anticipated which is why the Council holds a contingency budget and reserves.

There has also been a reduction in income from cremations compared to previous years.

The Neighbourhoods Team are identifying savings in other areas to mitigate the overspend e.g. from an over-recovery of garden waste income and lower planning and business support costs.

All departments aim to be within budget by the end of the year.

Question:

2. Would the Leader of the Council confirm what action he is taking to rectify the overspend situation in the Neighbourhoods budget?

Answer:

The Leader and the Cabinet monitor the Council's budget on a monthly basis and hold Directors to account when there are overspends. Potential mitigations are discussed on a monthly basis.

From The Labour Group in relation to Appendix A of the report.

Question:

1. In the service improvement programme and efficiency proposals there are 42 items listed to meet the saving target - a draft budget for each

area must have been established. Please could this be added to the report so that the impact on services could be better understood by members?

Answer:

The proposals listed in Appendix A are to inform Councillors and other key stakeholders of the areas being considered for savings and efficiency in order to balance the budget. As explained at the Cabinet meeting on 18 September, these proposals are in the process of being fully analysed and quantified to enable recommendations to be made to the November 2019 Cabinet and ultimately to full Council in February 2020. At this stage the full analysis of each proposal has not been fully completed so it would be misleading to add figures which will inevitably change.

Question:

2. A number of these items refer to the reduction in use of agency staff and the replacement with more cost effective internal staff. While we applaud this, was this not part of the original savings proposals and if not why not?

Answer:

The Council continually reviews the number of agency staff it employs on an ongoing basis. The current savings and efficiency process has identified that primarily through the new People Strategy additional savings will be possible through the initiatives of that programme. The People Strategy will be presented to Cabinet in November for consideration.

Question:

3 On item 31 it is suggested that you cease to use agency staff and instead use ASYE's to reduce agency costs. As ASYEs are relatively newly qualified staff and agency staff are generally more experienced what mitigating factors are the Directors of Children's and Adults Services putting in place?

Answer:

The Council alongside other London boroughs is faced with challenges to recruit and retain permanent social workers. Through the Havering Social Care Academy, across both Adult and Children's Services, a comprehensive strategy to attracting and supporting the workforce is in place and being implemented.

The ASYE scheme is one initiative which will enable the Council to increase the number of permanent staff through training and development of newly qualified social workers. It is recognised that in the initial phases these workers will have lower caseloads but this will be managed carefully by the service in order to minimise the impact on the service and allow at the appropriate time, release of more expensive agency staff. This proposal will sit alongside other initiatives to recruit permanent social workers and it is recognised that this strategy will be a process over several years.

Across both directorates, there have been successes. In Children's Services, they have moved from a 45% permanently recruited social care workforce in October 2016 to 80% as of August 2019. In Adult Services, there has been stability over the last three years, with a current permanency rate of 85%.

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

1. That additional capital budget is added into the 2019/20 Capital Programme of £4 million to fund the Smart Working Programme, with the revenue costs of the capital funding to be met by invest to save from the income raised through renting out spare office capacity freed up by the programme.

2. That £14.7 million is added into the 2019/20 Capital Programme to replenish the capital allocation for new opportunities with capital charges funded from the business cases.

34 **SMART WORKING PROGRAMME (agenda item 8)**

It was confirmed that a report had been agreed by Cabinet on 18 September 2019 concerning the Smart Working Programme. The report gave details of proposals for a corporate Smart Working programme across all services to advance the Council's corporate aspirations towards becoming a digital-enabled organisation.

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

That additional capital budget of up to £4.637 million be approved, funded from borrowing for the proposed rollout of the Smart Working programme, across the 19/20 and 20/21 financial years, to deliver all elements of the programme, which will support delivery of the Council's digital and efficiency aspirations as set out within the Havering Vision and Corporate Plan and will be funded by invest to save.

35 **POLLING DISTRICT AND POLLING PLACES REVIEW (agenda item 9)**

A report of Governance Committee summarised the consultation process and responses received to the recent review of parliamentary polling places and polling districts in Havering.

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

- **Polling District BL2 – That there are to be no changes to Brooklands Ward at this time.**
- **BL5 – That Romford and Gidea Park Rugby and Football Club becomes a double station.**
- **CM1 and CM2 – That there are to be no changes in the Cranham Ward at this time.**
- **GS6 – Drapers Pyrgo Priory School – That there are to be no changes to the Gooshays Ward at this time.**
- **HP8 – Dame Tipping School (Havering Park Ward) – That investigations be made following the suggestion at the Committee that the local Community Hall and Church Hall be considered as viable alternatives in order to potentially provide greater accessibility for all including disabled voters. Should these venues turn out not to be suitable following investigation, the venue to revert back to the Pepperell Education Centre, as recommended in the report.**
- **HT1 and HT2 – That there be no changes to the Heaton Ward at this time.**
- **SQ1 – The Royal Liberty School – That there be no changes to the Squirrels Heath Ward at this time.**
- **ST4 – The Herons – That there be no change to this Polling Station at this time.**
- **ST3 – Olive Academy. That that HOPWA House be used as an alternative Polling Station for Polling District ST3.**
- **Upminster Ward – UP1, UP4 and UP6 – That there be no changes to the Upminster Ward at this time.**

36 **BOUNDARY COMMISSION REVIEW PART 1 (COUNCIL SIZE) (agenda item 10)**

A report of the Governance Committee gave details of the proposed submission by the Council to a review of the local government electoral arrangements in the London Borough of Havering. This detailed the borough's governance arrangements, scrutiny functions and the representational role of Councillors. The Council's submission recommended that the Council size remained at 54 Members.

Amendment on behalf of the Labour Group

That the report be amended as follows:

Council takes the view that in view of the population increases taking place and projected to 2025 and beyond the number of Councillors should increase from 54 to 60.

The summary of the report and its conclusions should be amended to delete references to “sufficient capacity and resilience in the existing cohort number”. In addition references to “limiting the financial burden on taxpayers” should also be deleted as the burden on individual residents will not increase as population increase should lead to additional Council Tax receipts i.e. each individual household should remain the same in terms the burden of tax payable.

In addition to the deletions above reference in report to the BCR should be made to the increase in workload for Members leading to additional Case Work in the wards with areas of deprivation and high levels of social housing. The housing developments in the areas such as South Hornchurch are likely to give rise to a significant rise in Member enquires.

Finally there is an inaccuracy in part 2.17 (JV Working Party). The Working Party was set up after the Local Election in 2018, it has only met on 1 occasion i.e. not “approximately two month intervals” The report be amended to read “that it is proposed to meet at two months intervals”

Amendment on behalf of the Conservative Group

The following amendments to be added under section 2.1 – the Havering Vision:

The digital council

Since the last review in 2002, there have been major advancements in ‘digital tools and solutions (which) enable councils to improve service design and delivery, to better meet the needs of their residents and improve productivity’ (LGA, 2017).

The Local Government Association’s (ibid.) article entitled, ‘Digital’, highlights that ‘as councils face the twin challenges of decreasing funding and increasing demand, they have to find new ways of using technology to deliver services more effectively and enable their staff and members to work in new ways, increasing productivity and reducing costs’.

In a digital world, more residents are choosing to interact with the Council online rather than face to face, and the authority is ever-evolving and -changing, to interact and advise residents through their preferred method of communication.

Locally, the use of technology has proved to be an enabler for a more immediate interaction with council services, staff and members. For example, the Council's website allows transactions to be fulfilled faster and more effectively. This will continue to improve into the future, with the greater use of wider technology such as the Love Havering app and replacement of the complaints and members enquiry system.

The digital councillor

Email access and social media have contributed greatly to the birth of the digital council and the digital councillor, which has significantly changed the way in which residents interact with their elected representatives:

'It wasn't that long ago that email was a novel way to contact your councillor. Already many councillors are interacting with the people they represent online through social media, and it won't be long before this is common expectation, too' (IDeA, 2010)

Due to the ability of residents to contact their councillors in near-immediate time, members are only too aware of the issues facing their local communities. The ability of a member to raise and resolve these issues quickly and effectively is vital, and, in a digital world, that is certainly the expectation of residents.

The use of technology will, undoubtedly, play an important part in the council's journey to make Havering a Cleaner, Safer, Prouder place to live. This will enable councillors to deal with a larger volume of case-work, keep in regular contact with their constituents, as well as facilitating and supporting residents in their journey to self-service.

Following debate, the amendment on behalf of the Labour Group was **NOT CARRIED** by 42 votes to 5 (see division 1) and the amendment on behalf of the Conservative Group was **CARRIED** by 39 votes to 4 (see division 2).

RESOLVED:

The following amendments to be added under section 2.1 – the Havering Vision:

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Since the last review in 2002, there have been major advancements in 'digital tools and solutions (which) enable councils to improve service design and delivery, to better meet the needs of their residents and improve productivity' (LGA, 2017).

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37 **AUTHORITY TO CHANGE FULL COUNCIL MEETING DATE (agenda item 10a)**

A report of the Chief Executive proposed that the Mayor be given the authority to revise the date of the November meeting of full Council, should this be required.

Deemed motion on behalf of the Administration

That the report be adopted and its recommendation carried into effect.

Amendment on behalf of the Residents' Group

That only Members of this Council agree to a change of the date of full Council. A date should only be changed in exceptional circumstances after the full details are discussed with Group Leaders.

Following debate, the amendment on the Residents' Group was **NOT CARRIED** by 30 votes to 21 (see division 3) and the deemed motion on behalf of the Administration was **AGREED** without division.

RESOLVED:

That the Mayor be given authority to change the November date of full Council and determine a revised date, should the need arise.

38 **MEMBERS' QUESTIONS (agenda item 11)**

15 questions were asked and 9 questions responded to at the meeting. The text of all questions submitted with answers and, where asked, supplementary questions and answers is attached at appendix 1 to these minutes.

39 **PLANNING AND DEVELOPMENT ON OPEN GREEN SPACES (agenda item 12A)**

A procedural motion on behalf of the Independent Residents, Residents' and Upminster and Cranham residents' Groups to withdraw this motion was **NOT CARRIED** by 28 votes to 16 (see division 4).

A procedural motion on behalf of the North Havering Residents' Group to withdraw that Group's amendment was **CARRIED** by 30 votes to 7 (see division 5).

Motion on behalf of the Independent Residents', Residents' and Upminster and Cranham Residents' Groups

This Council views with concern the lack of protection and the rise of planning and development proposals on Havering's high value public open green spaces. Currently at risk and under threat are the Upminster Pitch & Putt, Gooshays Green and Dover's Farm Green.

Whilst we are under pressure from the Mayor of London and the Government to deliver unsustainable housing targets, our green and open spaces including green belt, must be preserved on health and wellbeing and air quality grounds. Council therefore agrees that the focus must turn to the mapping and development of the borough's brownfield sites before consideration is given to the development of the borough's green spaces.

Amendment on behalf of the Conservative Group

This Council welcomes the administration's approach of safeguarding Havering's Greenbelt through the local plan process and commends its programme of estate regeneration, which will deliver a significant increase in affordable housing, whilst helping to meet the current housing targets.

Amendment on behalf of the Labour Group

Delete the words "we are under pressure from the Mayor of London and the Government to deliver unsustainable housing targets"

Insert in place thereof "recognising the urgent need to increase the supply of affordable homes"

For clarity, amended motion would read as follows:

This Council views with concern the lack of protection and the rise of planning and development proposals on Havering's high value public open green spaces. Currently at risk and under threat are the Upminster Pitch & Putt, Gooshays Green and Dover's Farm Green.

Recognising the urgent need to increase the supply of affordable homes, our green and open spaces including green belt, must be preserved on health and wellbeing and air quality grounds. Council therefore agrees that the focus must turn to the mapping and development of the borough's brownfield sites before consideration is given to the development of the borough's green spaces.

The amendment on behalf of the Conservative Group was **CARRIED** by 30 votes to 4 (see division 6); the amendment on behalf of the Labour Group

was **NOT CARRIED** by 30 votes to 4 (see division 7) and the amendment on behalf of the Conservative Group was **AGREED** as the substantive motion without division.

RESOLVED:

This Council welcomes the administration's approach of safeguarding Havering's Greenbelt through the local plan process and commends its programme of estate regeneration, which will deliver a significant increase in affordable housing, whilst helping to meet the current housing targets.

40 **ITEMS LEFT IN COMMUNAL RESIDENTIAL AREAS (agenda item 12B)**

Motion on behalf of the Independent Residents' Group

Following the Grenfell disaster the government ordered local councils to review the safety of all their social housing and as a result Havering tenants were told to remove all mats and flowers from communal areas. The Council Leader (then Cabinet Member for Housing) said this followed advice from the Fire Brigade to keep communal areas clear of clutter (obstructions), but it shows an absence of common-sense for this sensible advice to be interpreted as an order to remove all mats and flowers, as these don't undermine safety but improve tenants quality of life.

To assist the council in taking proportionate and appropriate safety measures this Council calls on the Executive to insist the government release details of the actual cause of the Grenfell fire, which for some reason is being withheld, and inform tenants that sensible mats and flowers are once again allowed in communal areas?

Amendment on behalf of the Conservative Group

This Council endorses the Administration's fire safety approach to Council estates which is based upon guidance from the London Fire Brigade.

The amendment on behalf of the Conservative Group was **AGREED** by 32 votes to 5 (see division 8) and **AGREED** as the substantive motion without division.

RESOLVED:

This Council endorses the Administration's fire safety approach to Council estates which is based upon guidance from the London Fire Brigade.

41 MINUTE'S SILENCE AT COUNCIL MEETINGS (agenda item 12C)**Motion on behalf of the Independent Residents' Group**

It's custom and practice for members to hold a minutes silence for former councillors, but at the Annual Meeting of Council the Mayor's agenda papers included calling for a minute's silence to honour those who lost their lives in the terrorist attacks that took place in New Zealand and Sri Lanka! The Council Leader said it was Mayoral discretion rather than an Executive decision to mention these attacks and he fully supported the Mayor's decision!

However Council agrees extending tributes beyond former councillors can be contentious and therefore calls on the Mayor to seek agreement from group leaders beforehand to avoid the practice being brought into disrepute.

Amendment on behalf of the Conservative Group

This Council recognises the discretion of the Mayor of Havering in allowing moments of respect during meetings of Full Council; it also welcomes the minute silence in honouring the victims of New Zealand and Sri Lanka terrorist attacks.

The amendment on behalf of the Conservative Group was **AGREED** by 34 votes to 3 (see division 9) and **AGREED** as the substantive motion without division.

RESOLVED:

This Council recognises the discretion of the Mayor of Havering in allowing moments of respect during meetings of Full Council; it also welcomes the minute silence in honouring the victims of New Zealand and Sri Lanka terrorist attacks.

42 VOTING RECORD

The record of voting decisions is attached at appendix 2 to these minutes.

Mayor



FULL COUNCIL, Wednesday 25 September 2019

MEMBERS' QUESTIONS

Planning Committees of the Council

1) **To the Leader of the Council (Councillor Damian White)**
From Councillor Stephanie Nunn

Given the lack of planning applications coming forward to both the Planning and Strategic Planning Committees, would the Leader of the Council agree that it is time for the two committees to be merged back together in order to save valuable Council resources?

Answer

Towards the end of 2017, the Council was at risk of designation by MHCLG as a poorly performing Local Planning Authority, based on the quality of its major planning application decision making at committee. An associated review of the former Regulatory Services Committee by the Planning Advisory Service (PAS) at the time made several recommendations about the role and quality of the committee.

In March 2018, Council agreed to the creation of a new Strategic Planning Committee to deal with strategic matters, with a separate Planning Committee to deal with smaller proposals. A range of amendments to the Constitution was also agreed. These outcomes responded to the recommendations of the PAS review and reflected best practice amongst Local Planning Authorities. The changes were implemented in May 2018.

The creation of Strategic Planning Committee has rightly enabled those Members sitting on it to focus on placemaking. The ability for applicants to present to Committee at pre-application stage has also enabled Members to engage with proposals at an early stage of the process. From the applicants' perspective, a focussed committee delivers value for money from the paid for service provided and encourages those who are considering investing in the Borough to engage with the Council on a pre-application basis. The receipts received help to fund the planning team.

In short, the Strategic Planning Committee has resulted and will continue to result in improved outcomes for the borough and our residents.

For the reasons set out, it remains the intention to retain both Committees.

A supplementary question asked if achieving best value applied to the Special Responsibility Allowances earned by members of the Conservative Group. In response, the Leader of the Council stated that the Strategic Planning Committee had generated some £100,000 in fees from developers that had not

Council, 25 September 2019

been payable under the previous arrangements and was hence achieving best value.

Special Edition of *Living Magazine*

**2) To the Leader of the Council (Councillor Damian White)
From Councillor Jeffrey Tucker**

The government introduced guidelines to prevent Council magazines being used and abused to promote “party politics on the rates”! However it appears the guidelines are being ignored if the numerous appearances of the Council Leader and Cabinet in a single issue is anything to go by and this is particularly noticeable in the special edition of *Living* produced for the three Wards in the South of the Borough. How much did the special edition cost to produce and deliver?

Answer

It is not true to say that the guidelines are being ignored. The communication department adheres to these guidelines when producing the magazine. As the administration that leads the council, it is perfectly acceptable for images and stories that include both myself and the Cabinet to be produced in the magazines that explain to residents what the council is doing.

It is also acceptable to promote cabinet members who are involved in campaigns and other related council planned activity.

The title *Living in Havering* is a brand name and while regular publications are delivered to all households in the borough, the title has significant name recognition from residents, which means it is a very effective and efficient way of reaching residents on major issues such as regeneration.

The special *Living* edition for the three wards in the South of the Borough updates residents on the exciting and ambitious regeneration taking place which will not only offer new homes for local people, but improve their communities with new facilities and transport infrastructure and therefore improve the place they live.

Residents care about health, homes, journeys and jobs and our proposals for the south of the borough will improve life chances, strengthen communities and provide new opportunities for skills, jobs, infrastructure and housing.

The cost to produce this edition was just under £4000 which is being covered in entirety from sponsorship.

This Administration intends to champion the south of the Borough, and in the same way that perceptions were changed about Harold Hill through the “Harold Hill Ambitions” programme 20 years ago, we intend to spend time and resources on targeting areas of deprivation and poverty that will benefit hugely from regeneration.

A supplementary question asked if the special edition of the Council magazine for the south of the borough was designed to promote a potential election candidature by the Leader of the Council and if the Leader would confirm if he was planning to stand as a candidate at the next general election. In response, the Leader of the Council stated that the Administration intended to champion regeneration in the south of the borough as it had done with the Harold Hill Ambitions programme. The issue of standing at the next General Election was a matter for the internal arrangements of the Conservative party and not relevant to the Council.

Preparations for Brexit

**3) To the Leader of the Council (Councillor Damian White)
From Councillor Gillian Ford**

What preparations has the Council made for Brexit?

Answer

Havering Council has a nominated Brexit Lead Officer (Sandy Hamberger-Deputy Trevor Meers) and a Working Group in place to monitor, receive and disseminate relevant information, and to risk assess and carry out contingency planning. A risk assessment is in place which is regularly updated. Multi-agency EU Exit planning and risk assessment is carried out by the Havering Borough Resilience Forum. Weekly teleconferences and issue reporting will start again from September 2019, which will increase in frequency as Strategic Coordination dictates. The Working Group meets weekly, and members attend Pan-London and Essex Resilience events to capture current information.

To date the Council has and still is providing EU Exit information for staff, residents and business through a variety of channels, and run a business continuity event for Care Providers. Each risk critical service area has already updated their business continuity plans to include the implications of Brexit, which is reflected in the Corporate Business Continuity Plan.

The Council has robust emergency and business continuity plans in place to address the anticipated outcomes from Brexit, with appropriate command and control arrangements that can be stepped up as and when required.

A supplementary question asked how Government funding for EU exit preparedness had been spent by the Council. The Leader agreed to supply a detailed breakdown of this.

Sunday Parking Charges

**4) To the Leader of the Council (Councillor Damian White)
From Councillor Paul McGeary**

Will the Council review its "pay to pray" policy which is having an adverse impact on Havering Town centres and its communities?

Answer

The question is misleading – I assume you are referring to the introduction of Sunday parking charges. There is no reference to the other religions in the borough, and this administration is proud its unfailing commitment to champion all forms of religion.

The administration is proud of the investment we have made into the highway, and the Sunday charges will provide an extra forecasted £1.5m investment.

A supplementary question asked if the Leader of the Council would reconsider the introduction of Sunday parking charges. In response, the Leader stated that the introduction of these charges would generate approximately £1.5 million in revenue which would be invested in Havering's road network. There were alternative means for people to attend church such as walking or public transport and modal shift of this type was encouraged in order for the Council to meet its clean air targets.

Charging points for Electric Cars

**5) To the Cabinet Member for Environment (Councillor Osman Dervish)
From Councillor Darren Wise**

Could the Cabinet Member please outline the Council Policy and plans to ensure there are appropriate charging points for Electric Cars in residential streets where there is no off-street parking available for householders whom may live in a flat or in a cul-de-sac and thus have no access to the frontage of their properties to provide their own electric recharging facility?

Answer

In 2018 Cabinet approved the Havering Air Quality Action Plan 2018-2023 setting out the key actions that the Council will take to improve local air quality. This includes a commitment to investigate the feasibility of delivering Electric Vehicle Charging Infrastructure across the borough. This work is ongoing and will consider the practical implications presented by different forms of development as far as charging infrastructure is concerned.

The Council will continue to review EV usage and infrastructure across the borough and delivery of additional facilities will be considered as demand is identified.

The Council's Local Plan recognises the importance of suitable charging infrastructure being provided to support the use of electric vehicles and in future all major planning applications will have to include locations for electric vehicle charging points.

The Council will take into consideration any suggestions Members may have of suitable locations for electric vehicle charging points.

A supplementary question asked if more funding would be made available for electric charging points. The Cabinet Member responded that he would be happy to make feasible recommendations for further charging points if Members would like to make suitable recommendations.

Hornchurch Country Park

**6) To the Cabinet Member for Environment (Councillor Osman Dervish)
From Councillor Gerry O'Sullivan**

Hornchurch Country Park was recently voted in a Council competition as the most popular park in Havering. Does the Cabinet Member agree that this demonstrates what the Residents Group have been saying for years that you don't have to waste residents money on getting a green flag to have a highly rated and popular park.

Answer

The Council's recent World Cup of Parks was a fun and novel way for residents to tell us the things they love about our parks, many of which have come about from our ambition to fly as many Green Flags as possible.

The Green Flag Award is the national standard of excellence for green spaces and sites that achieve this are promoted across the UK.

We certainly don't consider this a waste of money. This Council and our residents alike are proud of our record haul of 14 Green Flags flying in parks across the borough.

To achieve this is no mean feat. Award parks must meet certain criteria that may not be possible without the high standards set out in the Green Flag accreditation process.

The annual process of applying for the award includes updating the management and improvement plans for each site. This means that residents and park users can enjoy higher quality award winning parks. Having this external accreditation for parks in the borough can also attract visitors and businesses.

External accreditation such as the Green Flag award also contributes towards successful grant applications. Several projects have been funded externally for improvements in Green Flag parks. It's worth noting that the improvement plans for two additional 2020 applications at Hornchurch Country Park and Spring Farm Park have been funded externally. The Green Flag Award® scheme recognises and rewards well managed parks and green spaces, including country parks, setting the benchmark standard for the management of recreational outdoor spaces across the United Kingdom.

The Resident's Association clearly wish to see a return to how our Parks & Open Spaces were previously managed and led them into rack & ruin.

This Administration have invested in our Parks & Open Spaces, and realise the benefits these bring to our residents especially to those who do not have access to an open space within their own homes. We have some of the best Parks & Open Spaces in London and we are deeply proud of them.

At a cost of £4,650 for all the applications each year, we consider this scheme good value for money. I believe with the benefits outlined, not to mention the great sense of recognition the awards bring to our parks staff, friends of groups and local residents, the more Green Flags we have flying in Havering, the better!

(No supplementary question).

Sunday Parking

**7) To the Leader of the Council (Councillor Damian White)
From Councillor Jan Sargent**

Parking charges have been increased and now include Sundays. Certain areas retain the 30 mins free parking and the altered machines show this includes Sundays. However many residents tell me they cannot obtain the 30 mins free ticket on a Sunday (and not available on the Pay By Phone app either) only the flat rate ticket. Please can the Council Leader provide an update on the situation?

Answer

The 30 minute free parking applies on Sunday's in the areas where the free 30 minutes still applies. This should be the case using both the P&D machines and the phone and pay service. We have checked with the supplier of the P&D machines and the pay by phone service at Hilldene shopping parade, a glitch in the system has now been rectified so residents will receive the free 30 minutes.

(No supplementary question).

Cost of Signage

**8) To the Cabinet Member for Environment (Councillor Osman Dervish)
From Councillor Chris Wilkins**

Officers have confirmed that the Council's strategy to promote the ongoing Highways Investment Programme is behind the popping up of blue 'Another road fixed by Havering Council' signs. At a cost of £36.18 including installation, how many of these signs have been installed that could have gone towards filling pot holes?

Council, 25 September 2019

Answer

- . Not a single penny of Council money spent on the signs, and it is misleading to suggest otherwise.

The Contractor has been very generous in supporting the investment in highways programme:

Completed roads = 41

Completed pavements = 27

Malborough Surfacing installed these signs without any additional cost to the Council under the highways contract, as part of enhanced partnership working and collaboration. Therefore, with regards to potholes, the installation of signs has not adversely impacted the repair of potholes in any way. In fact it is the opposite, it highlights where the work has been done.

It is worth noting that with the significant additional investment in resurfacing the boroughs roads from 2019/20, the number of potholes being formed in the borough should be significantly reduced going forward.

A supplementary question asked if the strategy indicated that Havering residents were not considered intelligent enough to realise that their roads had been resurfaced by the Council. The Cabinet Leader responded that the strategy was not patronising and that the biggest investment in Havering roads for many years should be celebrated.

Section 92 Police Officers

- 9) **To the Cabinet Member for Public Protection and Safety (Councillor Viddy Persaud)**
From Councillor Tele Lawal

In view of the Governments recent announcement to increase police numbers does the Executive intend to revisit the decision of Cabinet relating to additional police officers appointed under the MOPAC Partnership Plus Scheme for S92 Police Officers?

Answer

We of course welcome the announcement by the Government to increase police numbers nationally and congratulate the forward thinking approach of the new Prime Minister for the recruitment of 20,000 new police officers across the country.

However, it will take some time before we will benefit from the new investment, as officers will need to be recruited and trained.

Council, 25 September 2019

Councillor Lawal has confused these new officers with the S92 officers the Council has agreed to, who will concentrate on resolving local crime and anti-social behaviour problems and not exclusively Metropolitan Police East BCU priorities.

Therefore, we have no intention of revisiting the Cabinet decision to bring in more police officers through the MOPAC PartnershipPlus scheme.

We are deeply proud of the stance this administration has taken, which demonstrates a vote of confidence for both police officers and S92 officers alike.

The Council welcomes the acquisition of the option to purchase Hornchurch Police Station to further ensure a presence and location for reporting crime within Havering.

A supplementary question asked if it was correct that Hornchurch police station would only be open for three hours a week. The Cabinet Member responded that she was proud to maintain a police presence in Hornchurch that had been in existence for many years.

Note: Due to limitations of time, all remaining questions were dealt with by way of written response.

Security in the Town Hall

10) To the Cabinet Member for Public Protection and Safety (Councillor Viddy Persaud)

From Councillor Martin Goode

Could the Cabinet Member please provide an update regarding what security measures are being taken to enhance the Security, Protection and Safeguard for all Council workers, Officers, Members and the general public when visiting or carrying out their duties within the Town Hall building?

Answer

The Council has a duty of care to safeguard all Council workers, Officers, Members and the general public when visiting or carrying out duties within Council buildings. There are existing controls in place which ensure that any persons visiting the Town Hall, whether for work or for any other reason, can do so in an environment without intimidation or threats to personal safety.

As with all duties for which the council is responsible there is an obligation to review to ensure that resources are allocated in the most efficient and effective

Council, 25 September 2019

way and that policies and procedures remain fit for purpose. To that end the Council has engaged the services of a security expert to undertake a review of the Council's approach not only to Town Hall security but also to the operation of security around formal council meetings and to the personal safety and wellbeing of Members and officers whose duties often extend far beyond the confines of the Town Hall.

That review is currently ongoing, the results of which will be made available to Members in due course through an All Member Briefing.

Service Charges to Council Tenants

**11) To the Cabinet Member from Housing (Councillor Joshua Chapman)
From Councillor Ray Morgon**

Given that Council tenants pay separately for a variety of services, would the Cabinet Member confirm how the Council demonstrates that tenants actually receive the service which they have paid for through various charges?

Answer

The Council can only legitimately levy service charges for benefits that the tenants receive. Each year, costs relating to service charges are reviewed and apportioned appropriately by accountants from the Finance Team based on activity data provided by the Housing Team. This exercise ensures charges are accurate, fair and meet the contractual obligations set out to tenants.

The demonstration of our services can be evidenced in various ways.

Firstly, a review was completed in December 2018 by the Chief Financial Officer (s151 Officer) to ensure the split of costs between the General Fund and the Housing Revenue Account is correct and that tenants only pay for services that they receive.

In addition, our staff such as caretaking and grounds maintenance team are seen daily across the borough and are responsive, which is itself a demonstration of the service provided to our tenants. Residents also benefit from improvements to our service including from our most recent investments such as body cams for use whilst patrolling.

More generally, service provision is determined through engagement with residents and is monitored by carrying out inspections, both routine and following complaints. If ever an issue is identified, monitoring frequency would be increased to ensure that service is kept to standard and monitoring can be evidenced via time logs.

This Administration is very serious about both engaging with residents and ensuring that they only pay for services that they receive.

Unit Bedroom Sizes in New Developments

**12) To the Leader of the Council (Councillor Damian White)
From Councillor Graham Williamson**

Could the Council Leader advise us of the percentage breakdown of the unit bedroom sizes i.e. 1, 2, 3+ of all the approved residential planning applications since April 2018?

Answer

The breakdown is as follows:

- 1 Bedroom - 31% (660 units)
- 2 Bedroom - 43% (903 units)
- 3+ Bedroom - 26% (538 units)

Controlled Parking Zones Consultations

**13) To the Cabinet Member for Environment (Councillor Osman Dervish)
From Councillor Linda Van den Hende**

A number of parking restrictions have been put on hold across the Borough due to the role out of the Administrations CPZ consultations. Could the Cabinet Member advise this Council how long this process will take to be rolled out across the Borough?

Answer

I believe that the Leader has already addressed this in his opening remarks.

For completeness, I can confirm that there is no hold on CPZs or parking restrictions and any that have gone through the process and are forthcoming shall be signed off and implemented.

We have announced that we will be reviewing parking around the key town centres and key transport points and a report will be brought to cabinet to outline how this will be achieved.

I am very happy to meet with Cllr Linda Van de Hende to discuss the matter further, should this be desired

Environmental Policies

**14) To the Cabinet Member for Environment (Councillor Osman Dervish)
From Councillor Carole Beth**

When will the Executive commence it's review of Environmental Policies as

determined at the Full Meeting of Council on 10th July 2019

Answer

The review of various policies relating to the Environment is ongoing. The Air Quality Action Plan continues to be implemented, Traffic and Parking Policies are designed to incorporate environmental factors, a Trees Policy is being formulated and waste minimisation behaviour change measures continue to influence our residents reducing the need for either recycling or disposal.

Further, resourcing to develop a local Climate Change Programme based on robust data and actions is being organised. Officers are now working with members and regional partners to ensure a strategic approach is adopted to prepare for and minimise its impacts on the environment and climate change, including working towards becoming carbon neutral.

Therefore, it's early days, however the Council is fully committed to showing, via our actions, how serious it is taking its moral and social responsibility to keep our amazing and special environment safe for the current, and future, generations.

80-84 Market Place, Romford

- 15) **To the Cabinet Member for Finance and Property (Councillor Roger Ramsey)**
From Councillor Ray Morgon

Would the Cabinet Member provide a full set of accounts, both revenue and capital, for 80-84 Market Place, Romford since the Council signed a lease back in August 2016.

Answer

We will be very pleased to provide the requested financial analysis.

Prior to the end of the funding for the Retailery in March 2019, the Council worked with the operator (Things Made Public CIC) to assist them with an application for charitable status. Unfortunately, the submission for charity status for the Retailery (which would have meant a reduction in business rates) was refused, they also applied for discretionary rate relief which was declined. Unfortunately, as they were unsuccessful in reducing the running costs of the workspace it was no longer financially viable for them to continue to operate the Retailery.

In order to ensure the protection of the existing businesses within the workspace and the Council's reputation the Council took control of the building and looked to procure a new operator. Through an open procedure, KingsHeart was

Council, 25 September 2019

selected as operator and have been granted a concession contract which commits them to providing wraparound business support. They are also committed to upgrading both floors of the premises and to reinvesting any surplus generated back into supporting the businesses. The Council will continue to pay the rent, utilities and business rates on the property during the rest of the leasehold term.

VOTING RECORD

DIVISION NUMBER:	1	2	3	4	5	6	7	8	9
The Mayor [Cllr Michael Deon Burton]	X	✓	X	X	✓	✓	X	✓	✓
The Deputy Mayor [Cllr John Mylod]	X	✓	X	X	✓	✓	X	✓	✓
CONSERVATIVE GROUP									
Cllr Robert Benham	X	✓	X	X	✓	✓	X	✓	✓
Cllr Ray Best	X	✓	X	X	✓	✓	X	✓	✓
Cllr Joshua Chapman	X	✓	X	X	✓	✓	X	✓	✓
Cllr John Crowder	X	✓	X	X	✓	✓	X	✓	✓
Cllr Philippa Crowder	X	✓	X	X	✓	✓	X	✓	✓
Cllr Osman Dervish	X	✓	X	X	✓	✓	X	✓	✓
Cllr Jason Frost	X	✓	X	X	✓	✓	X	✓	✓
Cllr Judith Holt	X	✓	X	X	✓	✓	X	✓	✓
Cllr Sally Miller	X	✓	X	X	✓	✓	X	✓	✓
Cllr Robby Misir	X	✓	X	X	✓	✓	X	✓	✓
Cllr Dilip Patel	X	✓	X	X	✓	✓	X	✓	✓
Cllr Nisha Patel	X	✓	X	X	✓	✓	X	✓	✓
Cllr Bob Perry	X	✓	X	X	✓	✓	X	✓	✓
Cllr Viddy Persaud	X	✓	X	X	✓	✓	X	✓	✓
Cllr Roger Ramsey	X	✓	X	X	✓	✓	X	✓	✓
Cllr Timothy Ryan	X	✓	X	X	✓	✓	X	✓	✓
Cllr Carol Smith	X	✓	X	X	✓	✓	X	✓	✓
Cllr Christine Smith	X	✓	X	X	✓	✓	X	✓	✓
Cllr Matt Sutton	X	✓	X	X	✓	✓	X	✓	✓
Cllr Maggie Themistocli	X	✓	X	X	✓	✓	X	✓	✓
Cllr Christine Vickery	X	✓	X	X	✓	✓	X	✓	✓
Cllr Ciaran White	X	✓	X	X	✓	✓	X	✓	✓
Cllr Damian White	X	✓	X	X	✓	✓	X	✓	✓
Cllr Michael White	X	✓	X	X	✓	✓	X	✓	✓
RESIDENTS' GROUP									
Cllr Nic Dodin	A	A	A	A	A	A	A	A	A
Cllr Paul Middleton	X	O	✓	A	A	A	A	A	A
Cllr Raymond Morgon	X	O	✓	A	A	A	A	A	A
Cllr Barry Mugglestone	X	O	✓	A	A	A	A	A	A
Cllr Stephanie Nunn	X	O	✓	A	A	A	A	A	A
Cllr Gerry O'Sullivan	O	✓	✓	A	A	A	A	A	A
Cllr Reg Whitney	X	✓	✓	A	A	A	A	A	A
INDEPENDENT RESIDENTS' GROUP									
Cllr David Durant	A	A	A	A	A	A	A	A	A
Cllr Tony Durdin	X	✓	✓	✓	X	X	O	X	X
Cllr Jan Sargent	O	✓	✓	✓	O	X	O	✓	O
Cllr Natasha Summers	O	✓	✓	✓	X	A	A	A	A
Cllr Jeffrey Tucker	X	✓	✓	✓	X	X	O	X	X
Cllr Graham Williamson	O	✓	✓	✓	X	X	O	✓	X
UPMINSTER & CRANHAM RESIDENTS' GROUP									
Cllr Gillian Ford	X	✓	✓	✓	X	A	A	A	A
Cllr Linda Hawthorn	X	O	✓	✓	A	A	A	A	A
Cllr Ron Ower	X	O	✓	✓	A	A	A	A	A
Cllr John Tyler	X	✓	✓	✓	A	A	A	A	A
Cllr Linda Van den Hende	X	O	✓	✓	A	A	A	A	A
Cllr Christopher Wilkins	✓	O	✓	✓	A	A	A	A	A
LABOUR GROUP									
Cllr Carole Beth	✓	X	✓	✓	O	O	✓	O	✓
Cllr Keith Darvill	A	A	A	A	A	A	A	A	A
Cllr Tele Lawal	✓	X	✓	✓	O	O	✓	X	✓
Cllr Paul McGeary	✓	X	✓	✓	X	O	✓	X	✓
Cllr Denis O'Flynn	✓	X	✓	✓	X	O	✓	X	✓
NORTH HAVERING RESIDENTS' GROUP									
Cllr Brian Eagling	X	✓	X	X	✓	✓	X	✓	✓
Cllr Martin Goode	X	✓	X	X	✓	✓	X	✓	✓
Cllr Darren Wise	X	✓	X	O	✓	✓	X	✓	✓
INDEPENDENT									
Cllr Melvin Wallace	X	✓	X	✓	✓	✓	X	✓	✓
TOTALS									
✓ = YES	5	39	21	16	30	30	4	32	34
X = NO	42	4	30	28	7	4	30	5	3
O = ABSTAIN/NO VOTE	4	8	0	1	3	4	4	1	1
ID = INTEREST DISCLOSED/NO VOTE	0	0	0	0	0	0	0	0	0
A = ABSENT FROM MEETING	3	3	3	9	14	16	16	16	16
	54	54	54	54	54	54	54	54	54

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FULL COUNCIL, 22 January 2020

REPORT OF CABINET

Digital Platform Replacement Project

At its meeting on 15 January 2020, Cabinet was due to consider a report (attached) on the Digital Platform replacement Project.

The report, including the exempt appendix, gives details of the business case for the implementation of a Microsoft Dynamics 365 Digital Platform as a replacement for the current Customer Relationship Management system. This accords with Havering's corporate plan of being a digitally enabled borough. The report seeks approval of additional funding from capital for the programme which is scheduled to go live by July 2021.

It is **RECOMMENDED**, subject to approval by Cabinet, that:

Council approves additional funding from capital of the sum of £2.66m profiled across the 19/20 and 20/21 financial years, to deliver all elements of the programme (in addition to the £1.8m of capital funding previously agreed).

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CABINET

Subject Heading:

Digital Platform replacement project

Cabinet Member:

Leader of the Council

SLT Lead:

Chief Operating Officer

Report Author and contact details:

Shazia Ullah

Shazia.ullah@havering.gov.uk

Policy context:

This project supports Havering Council's Vision as stated in the Corporate plan. The project specifically contributes to achieving the connections priority by using technology to improve the way we live. The project will provide capabilities to progress the digital strategy.

Financial summary:

The project will cost £5m over two years; this will be funded via a mixture of existing revenue budgets £0.600m, approved use of capital receipts £1.8m and further use of capital receipts £2.6m (subject to Council approval)

Is this a Key Decision?

Yes

(a) Expenditure or saving (including anticipated income) of £500,000 or more

(c) Significant effect on two or more Wards

When should this matter be reviewed?

April 2020

Reviewing OSC:

Overview and Scrutiny Board

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

Communities making Havering
Places making Havering
Opportunities making Havering
Connections making Havering

This Report is part exempt and appendix 1 is not available for public inspection as it contains or relates to exempt information within the meaning of paragraph 3 of Schedule 12A to the Local Government Act 1972. It is exempt because it refers to information relating to the financial or business affairs of any particular person, including the authority holding that information, and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

SUMMARY

1.1 This report sets out the Business case for the implementation of a Microsoft Dynamics 365 Digital Platform as a replacement for the current customer relationship management system, which requires renewal/ upgrade in order to comply with data protection legislation.

1.2 An options appraisal was undertaken at the end of 2017, and the Microsoft Dynamics 365 technology stack was recommended. The Digital Platform Project ties in with Havering's corporate plan of being a digitally enabled borough. The business case presents a proposal for the replacement of the CRM digital platform and identifies the budget to procure a solution.

1.3 Approval is sought to commence a tendering exercise for a digital platform partner for phase 1 of the project, which is scheduled to go live by July 2021.

RECOMMENDATIONS

2.1 It is recommended that Cabinet:

- Recommend to Full Council to approve additional funding from capital of the sum of £2.66m profiled across the 19/20 and 20/21 financial years, to deliver all elements of the programme (in addition to the £1.8m of capital funding previously agreed);
- For the reasons set out in the report, approve commencement of a tender process to procure a digital platform partner for a period of 2.5 years via the Crown Commercial service G Cloud 11 framework.
- Notes that the assumptions contained in this report and business case are subject to change as scoping continues and should either legislation or operational requirements/solutions dictate.

REPORT DETAIL

3.1 The current Customer Relationship Management (CRM) system poses significant risks to the council and is no longer fit for purpose. The current system will be out of support in 2021 and poses risks around compliance with the General Data Protection Regulation.

3.2 The proposal is to replace the existing CRM digital platform with Microsoft Dynamics 365, enabling wide reaching digital transformation in terms of how we work and connect with residents.

3.3 This project places residents at the heart of service design for our Customer Relationship Management system and more widely our digital ambitions. The digital platform will act as an accelerator and enabler for change.

3.4 The implementation of the platform is an opportunity to review the way services are designed and delivered and improve accessibility for our customers. The approach will be to become an efficient, effective, customer centric organisation. The aim is to empower residents and service users to serve themselves using a 24/7 seamless, simple responsive service, backed with assisted digital services where required. The new CRM /digital Platform is scalable and flexible to support the Authority's evolving needs as service delivery and new operational models are developed to meet budgetary pressures.

3.5 Business Process Re-engineering has been factored in as part of the implementation timelines and costs, with expert support from the chosen digital platform partner (Partner) to enable services to redesign and optimise their processes and their holistic service offering. While the release of savings is not an explicit objective of the project, the Digital Platform project will support the redesign of processes to increase productivity and release savings as a consequence.

3.6 Indirect savings will be realised by the services if they participate fully in the process redesign and take the opportunity to drive out inefficiencies from their processes.

3.7 To realise these savings, the Services will have to be committed to simplifying their processes, removing bureaucracy, accepting automation and moving services online. These savings will sit within the Service areas, and they will be responsible for converting increased efficiency into cashable savings by releasing staff. The proposal is to establish robust monitoring of channel shift and impact on services in terms of operating models to identify savings and future opportunities post implementation of Phase 1. Similar change projects in other local authorities, examples provided in the business case have driven out inefficiencies, improved customer satisfactions and generated savings from year 3 recouping the total investment of the project and more by year 5.

3.8 The project timetable requires a digital platform partner to be appointed by March 2020, to be able to deliver by July 2021. This requires commencement of a tender exercise by January 2020. It is proposed that the G Cloud framework, an established digital platform based framework, will be utilised. Potential technology partners will be longlisted from the framework in early December, followed by a shortlist soon after. Evaluation, clarification questions and presentation Invitations will commence in January 2020.

3.9 The G-Cloud is a cost-effective marketplace where SMEs can compete and offer their services directly alongside big companies. G-Cloud has the largest range of suppliers compared to any other framework, it is re-tendered regularly, so contains the latest services and suppliers

3.10 G Cloud is fully compliant with the Public Contracts Regulations 2015. Suppliers have been through a rigorous process to ensure their credibility and suitability to provide solutions to the public sector

3.11 The use of templates within G Cloud ensures pricing and solution templates are standard across all suppliers which means it is easy to compare suppliers over marketplace categories. Pricing is transparent and provided up front. This procurement route has been recommended by the Council Procurement Service, as it provides best value, matches our timeline and technical requirements.

3.12 The project timetable is as follows:

This projected project timeline will be refined following the appointment of our Technology Partner.

- January 2020 Cabinet approval
- January 2020 Tender Commencement
- February 2020 Procurement presentations
- March 2020 Procurement -Award contract
- April 2020 Onboarding Technology Partner
- May- September 2020 Analysis & design Phase
- July- October 2021 Build and Test
- July 2021 Deploy Phase 1 by July 2021 target date (current platform out of support)
- October 2021 Deploy Phase 1A additional enhancements
- November-December BAU transition

3.13 A report will be presented to Cabinet upon completion of the tender process for a digital platform partner detailing the outcome and requesting authority to award to the preferred bidder.

REASONS AND OPTIONS

Reasons for the decision:

4.1 The current system is due to become unsupported in July 2021 and so will become less and less secure over time, with associated financial, reputational and security risks.

4.2 The Council currently utilises Microsoft infrastructure and holds an enterprise licence which reduces the risk of cost and integration associated with the recommended solution.

4.3 In 2017 a joint options appraisal with Newham concluded that the cost to Havering of doing nothing over a 5 year period for development and additional support costs to the existing system would be £1.5 Million.

4.4 The proposed Microsoft 365 based solution supports the Council Vision and provides a foundation to enable future transformation. Further benefits to the Council of the proposed solution are detailed in the Business Case.

4.5 Calling off from a framework agreement offers a legally compliant, streamlined contract procurement and award process. The Crown Commercial Service G Cloud framework offers a compliant route to multiple pre-vetted suppliers who have the relevant expertise for projects of this scale. A mini-competition under the framework (as opposed to a full EU compliant procurement) will enable a development partner to be identified and appointed within the required timescale whilst ensuring that the Council achieves best value through competition.

5. Other options considered:

5.1 Alternative 1 – Development of bespoke service driven initiatives

Close down the programme and attempt to deliver the benefits through service driven initiatives.

This option was not considered due to the following:

- In a cross-cutting digital landscape it requires coordination to deliver benefits consistently across the council and service-driven initiatives traditionally work best when focused within a service.

- The costs of delivering the solutions may be increased, so reducing the benefits.
- Management of the financial and reputational risk would be better managed at a cross-council level.
- The realisation of the benefits of channel shift and self-service is best coordinated at the cross-council level.

5.2 Alternative 2 - Do nothing and maintain the status-quo

Do not replace the existing systems going out of support and build the new solutions with them.

This option was considered and rejected due to the following:

- The existing technology is increasingly no longer fit for purpose
- The old systems cannot provide the modern, personal, responsive web experience the residents now expect so the poor experience would remain
- Residents are not involved in the design process.
- The cost of any small change in the current system is prohibitive.
- The systems are due to become unsupported in 2021 and so will become less and less secure over time, with all the associated financial, reputational and security risks.
- The current CRM is a corporate risk as it lacks a sustainable financial support model.
- The situation around Freedom of Information requests, Complaints and Members and MPs enquiries would not be improved.
- There would still be no effective internal communication and engagement tool to replace the intranet, and information would remain hard to find and share

IMPLICATIONS AND RISKS

6. Financial implications and risks:

Costs and Funding

6.1 The project will cost £5,075,000 over two years; this will be funded via a mixture of existing revenue budgets £0.600m, approved use of capital receipts £1.8m and further use of capital receipts £2.6m (subject to Council approval)

Savings and cost avoidance

6.2 This project is an enabler of a range of savings and process efficiencies in the wider council. Furthermore, it is noted that a previous options appraisal estimated significant additional support and development costs associated with not replacing the existing system as well as financial, reputational and security risks associated with operating an unsupported system. It is anticipated that savings associated with maximised use of an improved digital platform will reduce in improved customer service and savings equivalent to at least annual revenue running costs in process efficiencies.

Risks

6.3 There is a risk that the costs returned as part of the tendering exercise could exceed initial estimates, especially as the rate of technological evolution means current integration assumptions may be out of date by the time procurement takes place which could impact pricing. The decision to award will go through the appropriate governance channels and any associated implications arising from this risk materialising can be considered at that time.

6.4 As with any significant project, there is a risk of overspending due to unforeseen/unavailable complications/delays. Careful project management, the inclusion of a contingency amount and regular budget monitoring processes should assist in mitigating against this risk and will ensure it is flagged through the appropriate channels in a timely manner should the need arise.

6.5 There is a risk that if the further top up bid of £2.66m is not approved the spend to date would be ineffectual/sunk.

Legal implications and risks:

6.6 A report requesting the additional capital funding detailed in this report will be put before Council for a decision.

6.7 The proposed contract for a development partner is above the EU threshold for services contracts of £181,302 and is therefore subject to the full Public Contracts Regulations 2015 (PCR 2015). The G Cloud framework is PCR 2015 compliant. A

call off from G Cloud will be PCR 2015 compliant to the extent that the framework rules for contract award are followed.

6.8 Officers must seek approval from Cabinet to award the contract to the preferred development partner upon completion of the mini competition tender process.

Human Resources implications and risks:

6.9 There will be a requirement for staff and other key stakeholders to be available to provide subject matter expert input and testing.

6.10 The Project team members will be able to prioritise CRM development work.

6.11 This project will enable redesign of services which will result in the creation of efficiencies and avoidable costs that can be realised approximately 18 months after the changes are embedded.

6.12 A supported process from a workforce perspective will be implemented and staff will be upskilled and retrained in terms of understanding new ways of working to help shape the outcomes including becoming more agile.

6.13 Structured training around the new system and the change to processes will be provided so that staff are fully on-board with the new system and supported through the implementation process

6.14 It is anticipated that once the new systems and processes are embedded there will be a review of services to assess if there are new efficiencies. Any changes that impact on existing job roles will be subject to the Councils Organisational Change policy.

6.15 Workforce and staffing implications will be assessed once we assess the impact of the new system and processes.

Equalities implications and risks:

6.16 An Equality & Health Impact Assessment (EqHIA) has been carried out and not identified any concerns and risks.

Health Implications

6.17 The new platform offers opportunities for phase 2 to create a community and voluntary database of local services that can be accessed by the public. These proactive self-care interventions have proved beneficial in other local areas as a means of supporting individuals and families from deteriorating and having to use acute services. It can enable automated surfacing of local services relevant to a person's circumstances which can be complementary or alternative to using health and Council services.

BACKGROUND PAPERS

None

This Report is part exempt and appendix 1 is not available for public inspection as it contains or relates to exempt information within the meaning of paragraph 3 of Schedule 12A to the Local Government Act 1972. It is exempt because it refers to information relating to the financial or business affairs of any particular person, including the authority holding that information, and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Appendix 1, detailed financial breakdown, is exempt

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

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COUNCIL, 22 January 2020

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 decisions made by a member of staff in the circumstances set out in Rule 18 (exemption to the call-in (requisition) procedure) On account of the General Election, this report covers the period from 1 November 2018 – 31 December 2019.

This report deals with 6 such decisions:

- 1) London Local ESF Employment and Skills Access to Work Grant: Request to be part of a “one-off” amalgamated eight authority bid, with match-funding from individual Authorities
- 2) Award of contract to provide 35 residential placements for Looked After Children
- 3) oneSource Oracle EBS Licensing and Support
- 4) 39-43 South Street Romford acquisition and finalisation of outstanding pre conditions on property contract
- 5) Proposed Borough Wide Injunction
- 6) LIP Annual Spending Submission 2020/21

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 key decision being taken (irrespective of the decision maker) 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 public 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 **London Local ESF Employment and Skills Access to Work Grant: Request to be part of a "one-off" amalgamated eight authority bid, with match-funding from individual Authorities**
 - 2.1 On behalf of Cabinet, the Chief Finance Officer sought agreement from the Chairman of the Overview & Scrutiny Board to exempt from call-in a Key decision by the Leader of the Council to join a joint bid for ESF investment monies for a bespoke job brokering package for local residents.
 - 2.2 The Chairman of the Overview & Scrutiny Board, Councillor Darren Wise, gave his agreement to the exemption from call-in for the following reason:
 - 2.3 The submission of the bid for funding was due to an urgent deadline that was outside of the Council's control.

3 **Award of contract to provide 35 residential placements for Looked After Children**

- 3.1 On behalf of Cabinet, the Director of Children's Services sought agreement from the Chairman of the Overview & Scrutiny Board to exempt from call-in a key decision by the Leader of the Council to award contracts for 35 residential placements for Looked After Children.
- 3.2 The Chairman of the Overview & Scrutiny Board, Councillor Darren Wise gave his agreement to the exemption from call-in for the following reason:
- 3.3 In order to meet the deadline for awarding this joint contract with other boroughs located in North East London.

4 **oneSource Oracle EBS Licensing and Support**

- 4.1 On behalf of Cabinet, the Chief Operating Officer sought agreement from the Chairman of the Overview & Scrutiny Board to exempt from call-in a key decision by the Chief Operating Officer to extend an existing software licensing agreement for the One Oracle Shared Service.
- 4.2 The Chairman of the Overview & Scrutiny Board, Councillor Darren Wise, gave his agreement to the exemption from call-in for the following reason:
- 4.3 In order to maintain business as usual operations across the oneSource Shared Service to which the London Borough of Havering is a party.

5 **39-43 South Street Romford acquisition and finalisation of outstanding pre conditions on property contract**

- 5.1 On behalf of Cabinet, the Director of Regeneration sought agreement from the Chairman of the Overview & Scrutiny Board to exempt from call-in a key decision by the Leader of the Council to take all necessary steps to complete the purchase of 39-43 South Street, Romford.

- 5.2 The Chairman of the Overview & Scrutiny Board, Councillor Darren Wise, gave his agreement to the exemption from call-in for the following reason:
- 5.3 Due to the nature of the decision to purchase. The Council needed to act expeditiously to ensure the full benefit to the Council and residents.

6 Proposed Borough Wide Injunction

- 6.1 On behalf of Cabinet, the Deputy Director, oneSource Legal Services and Health sought agreement from the Chairman of the Overview & Scrutiny Board to exempt from call-in a Key decision by the Deputy Director, oneSource Legal Services for a proposed borough-wide injunction, further details of which are exempt from publication.
- 6.2 The Chairman of the Overview & Scrutiny Board, Councillor Darren Wise, gave his agreement to the exemption from call-in for the following reason:
- 6.3 Any delay would seriously prejudice the council's or the public's interest. Further detailed reasons are set out in the exempt decision report which is not available for public inspection.

7 LIP Annual Spending Submission

- 7.1 On behalf of Cabinet, the Interim Director of Neighbourhoods sought agreement from the Chairman of the Overview & Scrutiny Board to exempt from call-in a Key decision by the Leader of the Council to approve the content of the 2020/2021 Local Implementation Plan Annual Spending Submission to be submitted to Transport for London.
- 7.2 The Chairman of the Overview & Scrutiny Board, Councillor Darren Wise, gave her agreement to the exemption from call-in for the following reason:
- 7.3 The financial impact on the Council if the deadline for submission was not met.

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.

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Background paper List

None

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FULL COUNCIL, Wednesday 22 January 2020

MEMBERS' QUESTIONS

Hornchurch Police Station

- 1) **To the Leader of the Council (Councillor Damian White)**
From Councillor Ray Morgon

In a video outside Elm Park Station prior to the General Election, the Leader of the Council stated that the council had purchased or was about to purchase Hornchurch Police Station. It is my understanding that neither statement is correct. Would the Leader of the Council provide some clarity on the matter?

Approach road to St Helen's Court, Rainham

- 2) **To the Cabinet Member for Housing (Councillor Joshua Chapman)**
From Councillor Jeffrey Tucker

St Helen's Court, Rainham Village is council housing and the approach road is controlled by Housing Department. The Housing Department has left it unrestricted and it appears won't allow Highways Department to introduce restrictions resulting in commuter all day/week parking and anti-social activity.

This is a long running saga as many visits and meetings have been held that go nowhere. Can this matter be looked at again as local Councillors would like restrictions introduced to assist parking for both tenants and high street.

Blocked Drains Leading to Local Flooding

- 3) **To the Cabinet Member for Environment (Councillor Osman Dervish)**
From Councillor Paul McGeary

In view of the apparent increase in local flooding events caused by blocked drains what arrangements are being made with Water Companies and other agencies to expedite clearing of blockages to mitigate the adverse impact on residents and businesses?

Grass Verges in Harold Hill

- 4) **To the Cabinet Member for Environment (Councillor Osman Dervish)**
From Councillor Darren Wise

Could the Cabinet Member confirm what action is being taken by the Council to preserve the grass verges that are being churned up in Harold Hill most notably in Kingsbridge Close and various grass verges in Gooshays Drive which are all known by enforcement officers?

Enforcement Group Re-Structure

5) **To the Cabinet Member for Public Protection and Safety (Councillor Viddy Persaud)**

From Councillor Ray Morgon

Would the Cabinet Member confirm if the re-structure of the Council's Enforcement Group has been completed and is now fully operational?

Gooshays Green

6) **To the Leader of the Council (Councillor Damian White)**

From Councillor Jan Sargent

Following the decision not to build on Gooshays Green, what measures does the Executive propose to safeguard the land from any future development plans?

Waterloo Road, Romford Proposed Pedestrian Crossing

7) **To the Cabinet Member for Environment (Councillor Osman Dervish)**

From Councillor Keith Darvill

What is the planned target date to complete the works required to provide a new pedestrian crossing in Waterloo Road, Romford?

Parking on High Streets

8) **To the Leader of the Council (Councillor Damian White)**

From Councillor Paul Middleton

We have now lost a long established business (over 80 years old) in Upminster. This was in part due to the removal of the free parking that has affected both Hornchurch and Upminster. The traders in both Hornchurch and Upminster are fighting to keep a presence on the high street. Will the Leader reverse his decision and give back the 30 minutes free parking?

Chafford Leisure Centre

9) **To the Leader of the Council (Councillor Damian White)**

From Councillor David Durant

Does the Council Leader regret his short-sighted decision to close Chafford leisure centre and does he still stand by his promise to build a new centre in the south of the Borough and if so, please provide an update on the situation.

High Street Emergency

10) **To the Leader of the Council (Councillor Damian White)**

From Councillor Tele Lawal

In view of the nationwide steep decline in applications for new shops District Council Leaders are calling on HM Government to give all districts the long term funding they need to revive high streets and town centres. Does the Leader of the Council agree with the District Council Leaders and if so what steps does he intend to take to address the crisis in Havering's High Streets?

Fire Safety in Housing Stock

**11) To the Cabinet Member for Housing (Councillor Joshua Chapman)
From Councillor Reg Whitney**

Would the Cabinet Member confirm what arrangements are in place to ensure that all private and public sector flats in Havering are safe from the threat of a Grenfell Tower type incident?

Stop Hate UK Group

**12) To the Leader of the Council (Councillor Damian White)
From Councillor David Durant**

The Council Leader has been hosting a group called "Stop Hate UK". This group claim the "Brexit referendum produced a 41% increase in hate crime focused on Muslim, LGBTQ and BME communities"! Does the Council Leader agree with their claim and any similar claims?

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COUNCIL, 22 January 2020

MOTIONS

A. FREE PARKING PERIOD

Motion on behalf of the Independent Residents', Residents' and Upminster and Cranham Residents' Groups

As a consequence of a neighbouring borough's (Redbridge) move to support their high streets, by increasing free parking to one hour, we call on this Council to, at the very least, re-introduce the 30 minute free parking.

B. FIREWORK DISPLAYS

Motion on behalf of the North Havering Residents' Group

Every year fireworks are used by people for different events however for animals, they can be a source of fear and can suffer psychological distress and can cause themselves injuries.

Therefore this Council resolves:

- to encourage all public firework displays within the local authority boundaries to be advertised in advance of the event, allowing residents to take precautions for their animals and vulnerable people
- to actively promote a public awareness campaign about the impact of fireworks on animal welfare and vulnerable people – including the precautions that can be taken to mitigate risks
- to encourage local suppliers of fireworks to stock 'quieter' fireworks for public display

Amendment on behalf of the Residents' Group

"This council supports the welfare and protection of all animals in Havering and therefore calls upon the relevant Overview and Scrutiny Committee to carry out a full review of the problems arising from fireworks and recommend to the Executive

Council, 22 January 2020

practical solutions to protect animals from harm and distress and, if necessary, lobby our local Members of Parliament to strength the current legislation/regulations.

C. POLICE RESOURCE

Motion on behalf of the North Havering Residents' Group

Recently there has been increased awareness of anti-social behaviour and muggings in Harold Wood and the adjoining area. Although, overall it appears crime statistics are low, there still remains a resourcing issue as having more Police on the streets is a visible deterrent to allay resident concerns to deter people from committing crime. Therefore this council calls on the Mayor of London to commit more Police Resources to Havering with a particular emphasis on these wards.