Public Document Pack

# Havering
## LONDON BOROUGH

| OVERVIEW & SCRUTINY BOARD AGENDA |
|---|

| 7.30 pm | **Wednesday 18 March 2020** | **Havering Town Hall, Main Road, Romford** |
|---|---|---|

Members 16: Quorum 6

**COUNCILLORS:**

| **Conservative Group (7)** | **Residents' Group (2)** | **Upminster & Cranham Residents' Group (2)** |
|---|---|---|
| Philippa Crowder<br>Judith Holt<br>Robby Misir<br>Dilip Patel<br>Nisha Patel<br>Christine Smith<br>Maggie Themistocli (Vice-Chair)<br>(Vacancy) | Ray Morgon<br>Barry Mugglestone | Linda Hawthorn<br>Christopher Wilkins |

| **Independent Residents' Group (2)** | **Labour Group (1)** | **North Havering Residents Group (1)** |
|---|---|---|
| Natasha Summers<br>Graham Williamson | Keith Darvill | Darren Wise (Chairman) |

**For information about the meeting please contact:**
**Richard Cursons 01708 432430**
**richard.cursons@oneSource.co.uk**

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

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

Reporting means:-

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

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

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

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

**OVERVIEW AND SCRUTINY BOARD**

Under the Localism Act 2011 (s. 9F) each local authority is required by law to establish an overview and scrutiny function to support and scrutinise the Council's executive arrangements.
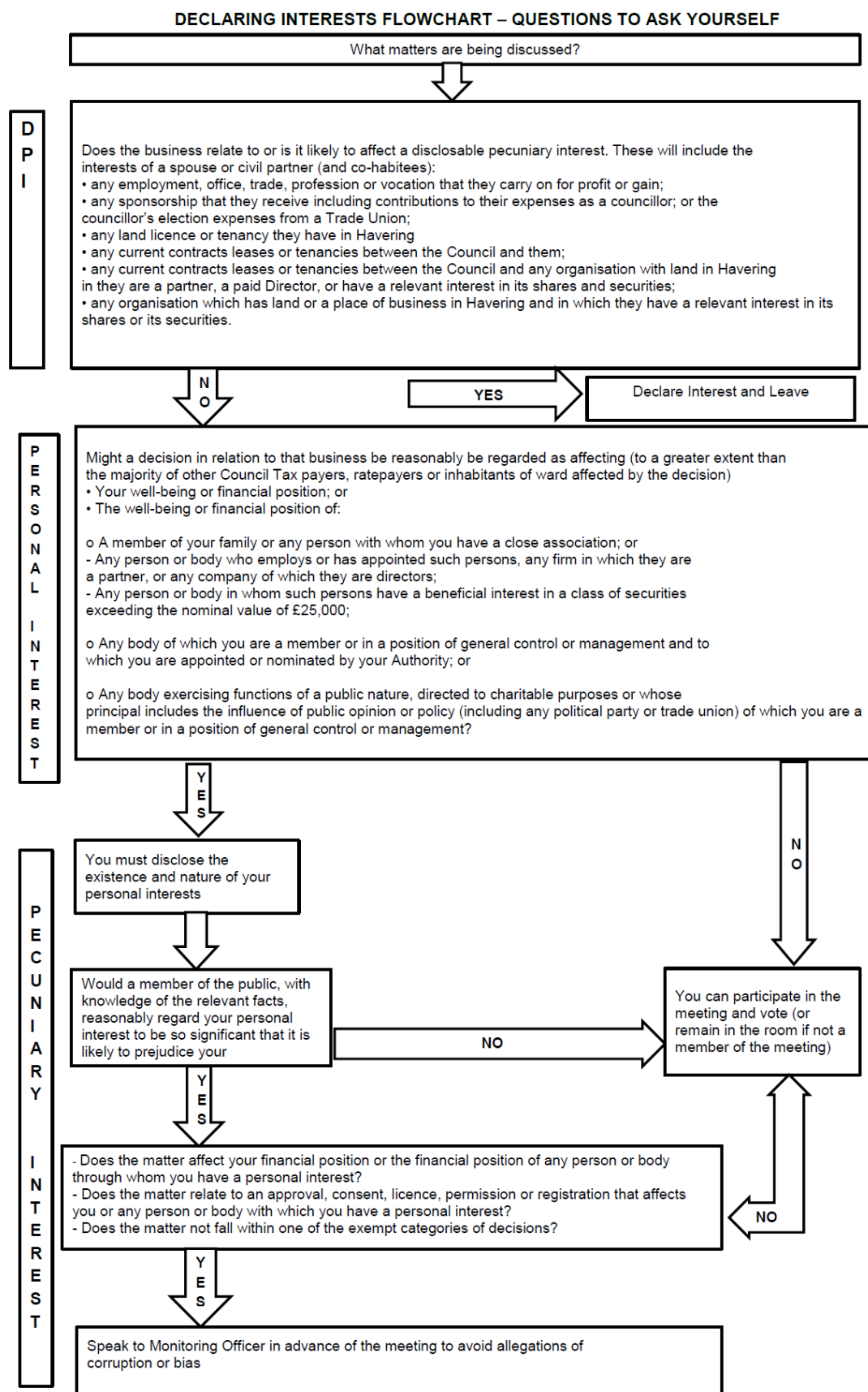
The Overview and Scrutiny Board acts as a vehicle by which the effectiveness of scrutiny is monitored and where work undertaken by themed sub-committees can be coordinated to avoid duplication and to ensure that areas of priority are being reviewed. The Board also scrutinises general management matters relating to the Council and further details are given in the terms of reference below. The Overview and Scrutiny Board has oversight of performance information submitted to the Council's executive and also leads on scrutiny of the Council budget and associated information. All requisitions or 'call-ins' of executive decisions are dealt with by the Board.

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

**Terms of Reference:**
The areas scrutinised by the Board are:

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

**DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF**

What matters are being discussed?

**DPI**

Does the business relate to or is it likely to affect a disclosable pecuniary interest. These will include the interests of a spouse or civil partner (and co-habitees):
• any employment, office, trade, profession or vocation that they carry on for profit or gain;
• any sponsorship that they receive including contributions to their expenses as a councillor; or the councillor's election expenses from a Trade Union;
• any land licence or tenancy they have in Havering
• any current contracts leases or tenancies between the Council and them;
• any current contracts leases or tenancies between the Council and any organisation with land in Havering in they are a partner, a paid Director, or have a relevant interest in its shares and securities;
• any organisation which has land or a place of business in Havering and in which they have a relevant interest in its shares or its securities.

NO → 

YES → Declare Interest and Leave

**PERSONAL INTEREST**

Might a decision in relation to that business be reasonably be regarded as affecting (to a greater extent than the majority of other Council Tax payers, ratepayers or inhabitants of ward affected by the decision)
• Your well-being or financial position; or
• The well-being or financial position of:

o A member of your family or any person with whom you have a close association; or
- Any person or body who employs or has appointed such persons, any firm in which they are a partner, or any company of which they are directors;
- Any person or body in whom such persons have a beneficial interest in a class of securities exceeding the nominal value of £25,000;

o Any body of which you are a member or in a position of general control or management and to which you are appointed or nominated by your Authority; or

o Any body exercising functions of a public nature, directed to charitable purposes or whose principal includes the influence of public opinion or policy (including any political party or trade union) of which you are a member or in a position of general control or management?

YES ↓

NO ↓

You must disclose the existence and nature of your personal interests

**PECUNIARY INTEREST**

Would a member of the public, with knowledge of the relevant facts, reasonably regard your personal interest to be so significant that it is likely to prejudice your

NO → You can participate in the meeting and vote (or remain in the room if not a member of the meeting)

YES ↓

- Does the matter affect your financial position or the financial position of any person or body through whom you have a personal interest?
- Does the matter relate to an approval, consent, licence, permission or registration that affects you or any person or body with which you have a personal interest?
- Does the matter not fall within one of the exempt categories of decisions?

NO →

YES ↓

Speak to Monitoring Officer in advance of the meeting to avoid allegations of corruption or bias

## AGENDA ITEMS

**1      CHAIRMAN'S ANNOUNCEMENTS**

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

**2      APOLOGIES FOR ABSENCE AND ANNOUNCEMENT OF SUBSTITUTE MEMBERS**

(if any) - receive.

**3      DISCLOSURE OF  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.*

**4      MINUTES** (Pages 1 - 4)

To approve as a correct record the minutes of the meeting of the Board held on 6 February 2020 and to authorise the Chairman to sign them.

**5      ONESOURCE OVERVIEW & STRATEGY 2020-2023** (Pages 5 - 34)

Report and appendix attached.

**6      PEER REVIEW - ACTION PLAN UPDATE** (Pages 35 - 54)

Report and appendix attached.

**7      POLICY & STRATEGY DEVELOPMENT FRAMEWORK** (Pages 55 - 72)

Report and appendices attached.

**8      OVERVIEW & SCRUTINY BOARD - WORK PROGRAMME 2020/21** (Pages 73 - 74)

Report attached.

**Andrew Beesley**
**Head of Democratic Services**

**MINUTES OF A MEETING OF THE
OVERVIEW & SCRUTINY BOARD
Council Chamber - Town Hall
6 February 2020 (7.30 - 9.30 pm)**

**Present:**

**COUNCILLORS**

| | |
|---|---|
| **Conservative Group** | Philippa Crowder, Judith Holt, Robby Misir, Dilip Patel, Nisha Patel, Bob Perry, Christine Smith and Maggie Themistocli (Vice-Chair) |
| **Residents' Group** | Ray Morgon and Barry Mugglestone |
| **Upminster & Cranham Residents' Group'** | Linda Hawthorn and Christopher Wilkins |
| **Independent Residents' Group** | Natasha Summers and Graham Williamson |
| **Labour Group** | Keith Darvill |
| **North Havering Residents' Group** | Darren Wise (Chairman) |

No apologies for absence were received. .

All decisions were taken with no votes against.

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

10   **DISCLOSURE OF INTERESTS**

There were no disclosures of interest.

11   **MINUTES**

The minutes of the meetings held on 4 September and 8 October 2019 were agreed as correct records and signed by the Chairman.

12   **2020/21 BUDGET SETTING CYCLE**

The report before members detailed five draft Cabinet reports which were being brought to the Board for its consideration.

The reports would be presented to Cabinet at its meeting on 12 February and then onto the Council meeting on 26 February.

The five Cabinet reports were as follows:

- Havering and Wates Regeneration Business Plan
- HRA budget for 2020/21 and HRA Major Works Capital Programme 2020/21 – 2024/25
- 2020/21 Capital programme and Strategy
- Treasury Management Strategy Statement
- 2020/21 Budget and 2020-24 Medium Term Financial Strategy

Members were advised that due to the General Election held in December 2019 the provisional budget figures had only been received on 20 December and the confirmed figures earlier in the evening of this meeting.

Officers confirmed that they were disappointed to receive only one year's budget settlement as opposed to a three year provision as this would have assisted with longer term planning.

The main headlines from the settlement were as follows:

- Overall Settlement Funding Assessment (SFA) increased by inflation
- A new Social Care Grant announced for the next 4 years (£3.7m for Havering)
- An option to implement a 2% Adult Social Care Precept (ASC Precept) (£2.5m for Havering)
- Other Grants such as other social care grants , Improved Better Care Fund, Flexible Homelessness and Independent Living Fund replacement all to continue for another year
- A cap on General Council Tax increases of 2% (excl ASC Precept)
- The ending of the 75% pilot London Business Rate pool  for 2020/21
- New Home Bonus to continue but new payments only guaranteed for one year (Havering did not benefit as it was below the threshold)
- Small increase in Public Health Grant (still to be confirmed)

The budget consultation for Havering Council was conducted in October and November. Respondents were asked questions regarding the following:
- The overall budget
- Savings
- Income generation proposals for 2020/21

192 responses were received:

Several Members expressed their dis-satisfaction at the low level of responses and questioned whether the Council needed to look at other ways of engaging with residents as the low response what not a true reflection of resident's views.

The three services that were most important to respondents were Community Safety, care and support for older and disabled people and child protection and safeguarding.

Following the budget consultation new savings totalling £13.6m had been proposed (£7.1m in 2020/21).

Members noted that the Council had announced significant investment to help the borough's businesses tackle the challenges of changing shopping habits and online competition.

The changes included free Sunday parking in all Council car parks from 1 April 2020. There would also be 30 minutes free parking in all on-street pay and display bays across the borough from the same date. A 20% discount would be introduced on all parking charges paid by borough residents using the new Havering parking app, due to launch on 1 May 2020.

Members noted that it was proposed to increase the Council Tax by 3.95% (1.95% for main Council services plus 2% Adult Social Care precept).

The Council had an ambitious Capital programme to deliver the Regeneration projects, investments in schools and a number other schemes.

In order to deliver this programme, significant new levels of external borrowing would be required. In the medium term the income streams from the Joint Ventures would more than cover the principal and interest costs but initially there will be a net cost.

In October 2019 the Public Works Loan Board (PWLB) had increased the cost of borrowing by 1%. Given the scale of potential borrowing over the next few years this would have a significant impact on borrowing costs.

Members were advised that the 2020 Spending Review would be multi year and would set control totals probably for the remainder of this parliament. Officers were prudently assuming a number of specific grants would end and be rolled into formula grant with an adverse effect for Havering. This may not be the case.

There was also the Fair Funding Review which distributed funding across local authorities. This was likely to re-distribute funding away from London to the rest of the country.

The Board **noted** the contents of the reports.

13    **COMBINED CORPORATE PERFORMANCE REVIEW OF 2019/20 PEFORMANCE INDICATORS FROM THE OVERVIEW AND SCRUTINY SUB-COMMITTEES - QUARTER ONE AND TWO**

The reports before Members set out Quarter 1 and Quarter 2 performance against each of the strategic goals set out in the Corporate Plan and against the more operational performance indicators monitored by the six overview and scrutiny Sub-Committees.

The Board **reviewed** the performance set out in the appendices and **noted** the corrective action that was being taken to improve where necessary.

_____

**Chairman**

# Overview & Scrutiny Board
# 18 March 2020

| | |
|---|---|
| **Subject Heading:** | oneSource Overview & Strategy 2020-2023 |
| Report Author | Richard Cursons<br>Democratic Services Officer<br>01708 432430<br>richard.cursons@onesource.co.uk |
| SLT Lead | Simon Pollock<br>Executive Director oneSource |

## SUMMARY

Attached is the presentation of the oneSource Overview & Strategy 2020-2023

## RECOMMENDATIONS

The Board is requested to note the report attached.

## IMPLICATIONS AND RISKS

**Financial implications and risks:** None of this covering report.

**Legal implications and risks:** None of this covering report.

**Human Resources implications and risks:** None of this covering report.

**Equalities implications and risks:** None of this covering report.

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# oneSource

## Overview and Strategy 2020-2023

March 2020

# A history to be proud of

# A bit of background

- oneSource was established in 2014 as a shared service between Havering and Newham Councils, with Bexley joining in 2016.

Finance: Strategic and Operational Finance, Procurement, Assurance (Audit, Fraud, Insurance, Compliance & Risk) and Transactional Finance (Accounts Payable, Accounts Receivable, Systems Reconciliation & Pension Administration)

Legal and Governance: Legal Services, Democratic Services and Election services.

Exchequer: Council Tax and Benefits, NNDR, Client Management of the Bexley Capita contract (covering Council Tax, Benefits, NNDR and debt recovery) Financial enforcement services for the non-payment of council tax and parking (Bailiff Service, Debt recovery)

Human Resources: Strategic and Operational HR, Organisational Development, Transactional HR and Payroll

Technology and Innovation: IT Support, Telephony, Application Development, Website Development, IT Project Management, Business Improvement, Printing, Business Continuity and Disaster Recovery

Asset Management: Facilities Management, Health and Safety, Projects and Programmes, and Property Services

Technical Services: Technical Services and Transport

# We have been awesome

1,000 dedicated professionals

Shared ~~service~~

Saved £13m since 2014

Provide services to 10 councils

Shortlisted for over 50 industry awards

Industry wide reputation

Still going strong after 6 years

Se~~rvice~~ innovations

Deep integration achieved

Won 14 National Awards

# But things could work better

# 2020 onwards

# Vision, Values and Mission

# oneSource single value

# Supportive

# oneSource Single Value



**314 results - Proportional Representation**

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- Unifying 5.81%
- Fun 9.15%
- Passionate 11.46%
- Supportive 15.55%
- Inspiring 11.93%
- Innovative 12.61%
- Courageous 6.84%
- Collaborative 13.14%
- Proactive 13.50%
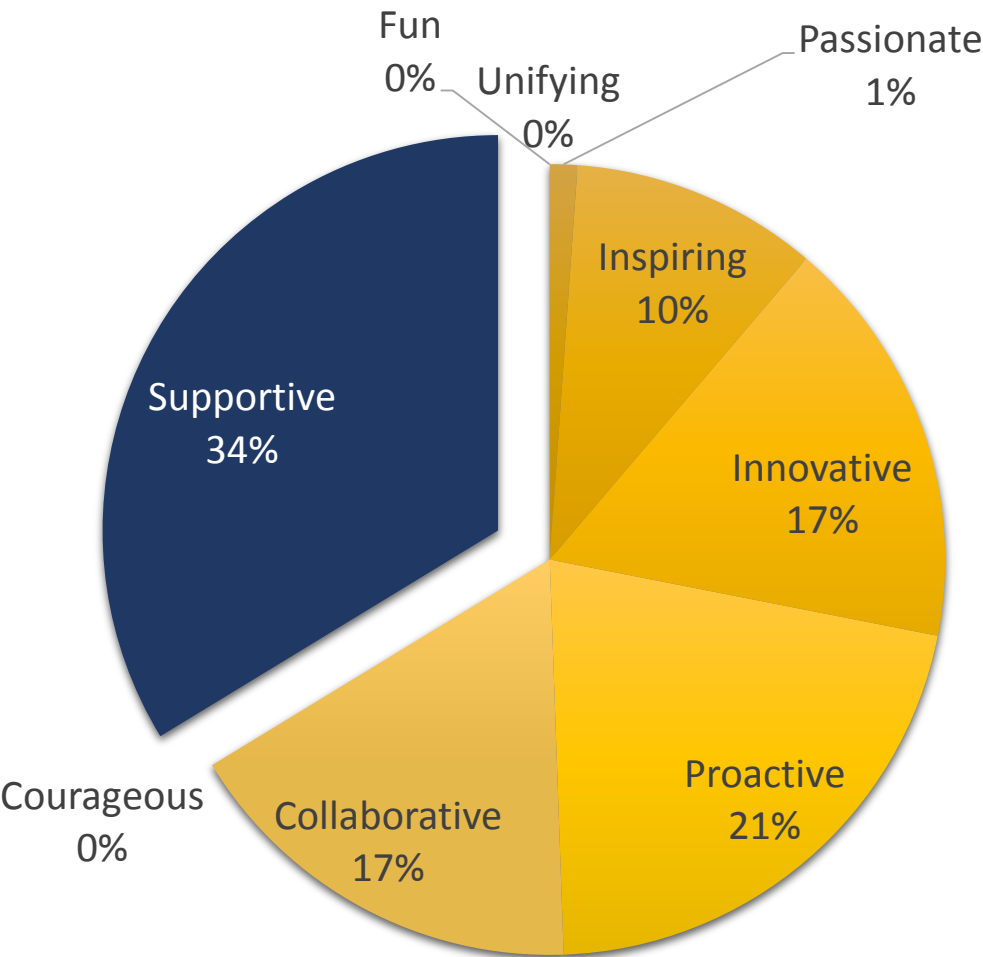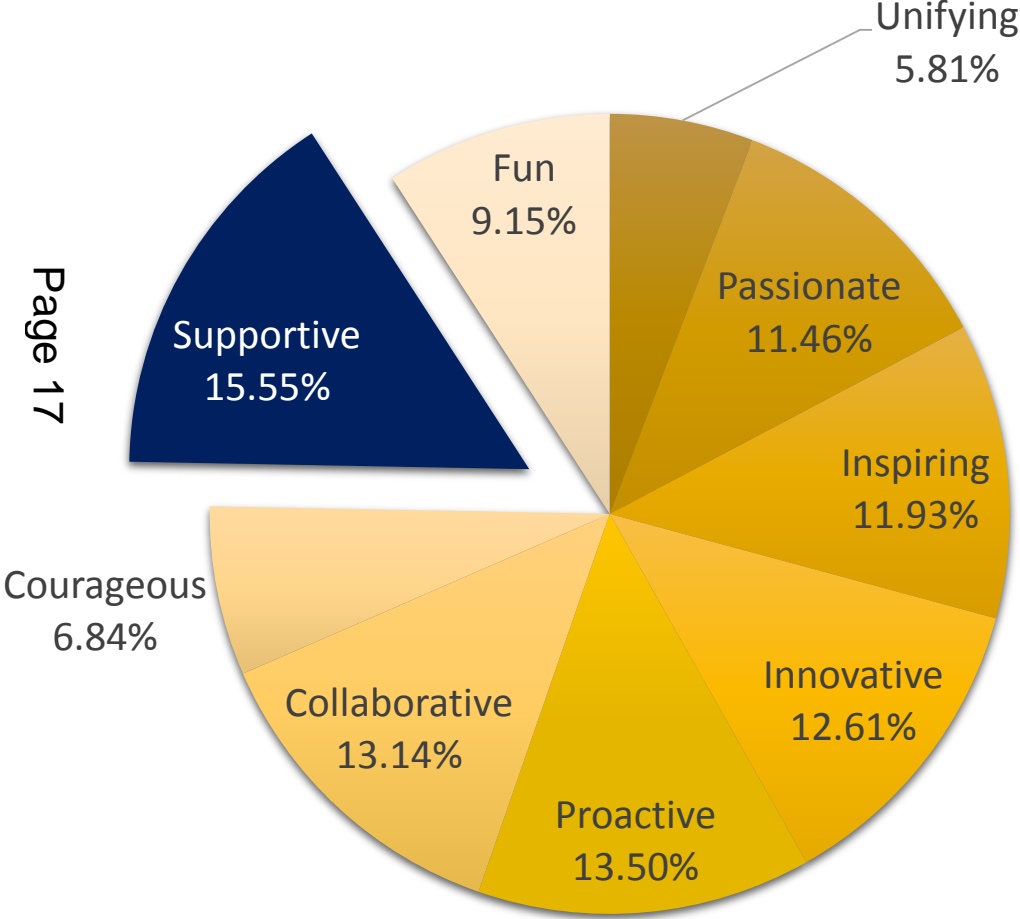
**314 votes - First past the post**

- Fun 0%
- Unifying 0%
- Passionate 1%
- Inspiring 10%
- Innovative 17%
- Supportive 34%
- Proactive 21%
- Collaborative 17%
- Courageous 0%

# Bring your best self to work – be good at your job, help others to be the best the can, be supportive
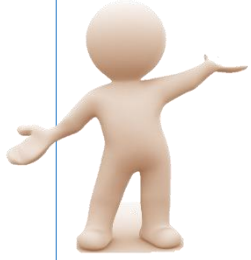
## To Ourselves

- Take time out – remember to go for lunch!
- Ask for help when you need it
- Mistakes happen; learn from them but move on
- A work/life balance matters; work smarter, not harder
- Be kind to yourself

## To Each Other

- Check in with each other – 'How are you really?'
- Value our differences and learn from each other
- Start from a position of trust
- Nurture relationships; celebrate success and say thank you.

## In our Policies and Procedures

- Think user friendly – easy to read; easy to follow
- Design around minimum effort
- Be concise
- Think holistically; be aware of how our policies and procedures interact with each other
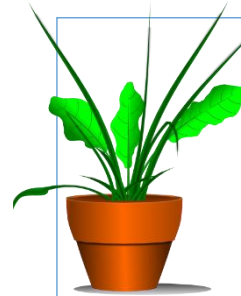
## In our Environment

- Smile! It's the best and fastest way  brighten up the office
- Think about the environment that we work in
- How can we make our work spaces brighter, happier and more inviting?
- Create a space that welcomes visitors

## In our Presentations and Communications

- Think about your audience
- Make it engaging
- Get to the point; be considerate of people's time
- Schedule presentations for times that suit your audience

one Source
at the heart of public services

# Vision

# For the public sector, by the public sector

# Mission

From outsourcer to corporate centre

# Our new operating model

# Value, Vision, Mission & Objectives

## Our Value

To be supportive to each other, our customers and our residents

## Our Vision

To provide services for the public sector by the public sector

## Our Mission

From outsourcer to Corporate Centre

- Attract and retain talent
- Attract other boroughs to work with us
- Upper quartile performance

## Our Objectives

Optimise
- Develop Corporate Centre Model and Optimise Offer
- Strengthen our Performance and governance framework
- Continuously Improve our services

Nurture
- Nurture Excellent Relationships

Empower
- Develop and Empower our People

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# 2020 Developments

# 2020

| | | | |
|---|---|---|---|
| oneSource re-launch **MAR** | Re-Sizing of oneSource **NOW** | Reduction of Interims **NOW** | Oracle Fusion **SUMMER** |
| Upgraded Central Support Function **MAR** | New Recruitment Service **FEB** | Robotic Process Automation **NOW** | Specialist Training **MAR** |

oneSource
at the heart of public services

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# Shared Service Support

Thriving in a Shared Services Environment

Leatham Green
Chief Exec of PPMA

100 spaces
Reserved for those in joint roles

One to One coaching

Mark Bisson
Author and Coach

25 spaces
Reserved for those who have been through the first course

**12 – 16 spaces initially**

One day masterclass

Regular mentoring

Stretch KPI

Dragon's Den finale

# New Employee Proposition

- Co-creation of the oneSource deal
- Reduced agency workers and interims
- oneSource induction programme
- Staff awards
- Regular one to ones
- Feedback surgeries
- Six weekly briefings
- Increased focus on communication
- Supportive culture
- More smiles

**oneSource**
onesource.co.uk

Faisal. **The programme co-ordinator championing the community**

**Join oneSource and take on projects with real scope and scale**

Everyone says their projects are 'big' But how big? Our asset management portfolio spans two London boroughs covering 80 square miles, and our work makes a big impact on the 600,000 people we serve. Protecting wildlife? Building stronger communities? It's all here. Join us, and get more from your skills and experience.

**BIGGER** than big



**oneSource**
onesource.co.uk

Isabel. **The technical assistant giving everyone a lift**

**Join oneSource and take on projects with real scope and scale**

**BIGGER** than big
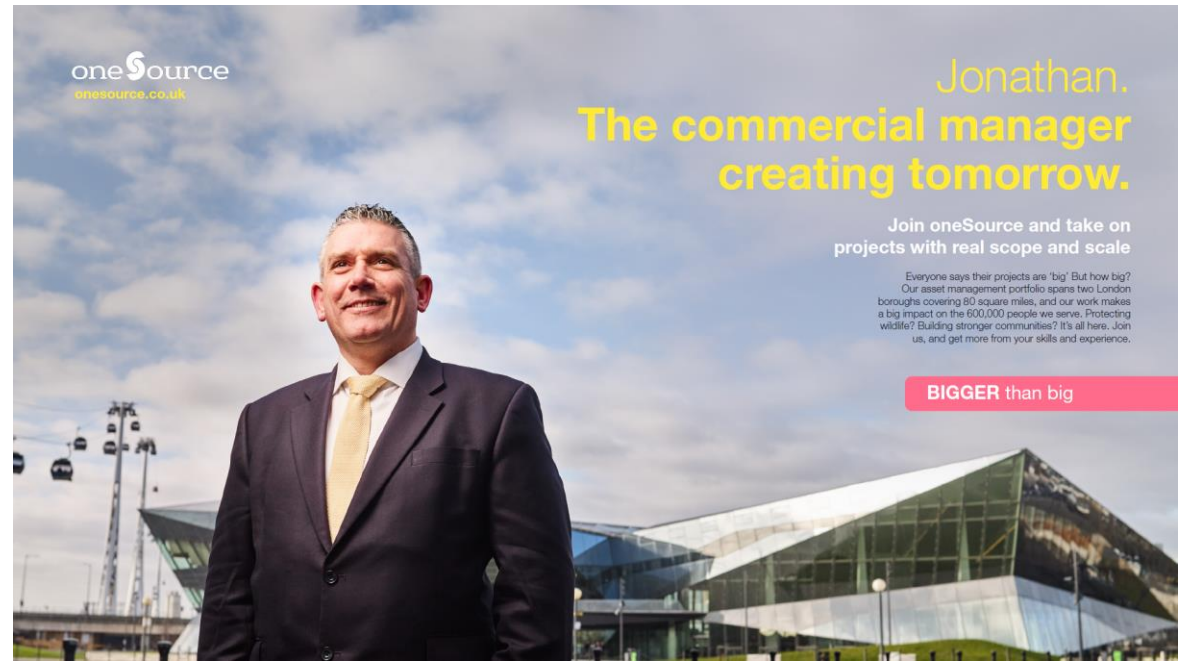


**oneSource**
onesource.co.uk

Nicola. **The architect giving education a home**

**Join oneSource and take on projects with real scope and scale**

Everyone says their projects are 'big' But how big? Our asset management portfolio spans two London boroughs covering 80 square miles, and our work makes a big impact on the 600,000 people we serve. Protecting wildlife? Building stronger communities? It's all here. Join us, and get more from your skills and experience.

**BIGGER** than big



**oneSource**
onesource.co.uk

Jonathan. **The commercial manager creating tomorrow.**

**Join oneSource and take on projects with real scope and scale**

Everyone says their projects are 'big' But how big? Our asset management portfolio spans two London boroughs covering 80 square miles, and our work makes a big impact on the 600,000 people we serve. Protecting wildlife? Building stronger communities? It's all here. Join us, and get more from your skills and experience.

**BIGGER** than big

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# oneSource Relaunch

Feb/March 2020

Strategy 2020-23

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# Havering
### LONDON BOROUGH

## OVERVIEW & SCRUTINY BOARD
## 18 March 2020

| | |
|---|---|
| **Subject Heading:** | Peer Review 2019 Progress Update |
| **SLT Lead:** | Jane West, Chief Operating Officer |
| **Report Author and contact details:** | Sandy Hamberger, Assistant Director (Policy, Programmes and Communities). |
| **Policy context:** | This is the Council's Action Plan to implement the improvements identified through the LGA Corporate Peer Challenge recommendations. These improvements will help the delivery of outcomes required in the Council's Corporate Plan and associated key policies / strategies. |
| **Financial summary:** | There are no direct financial implications arising from the implementation and monitoring of the improvement plan. The improvements themselves may require additional funding; if this is the case any such decisions will be progress via the appropriate channels as and when they materialise. |

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

Communities making Havering                          [✔]
Places making Havering                               [✔]
Opportunities making Havering                        [✔]
Connections making Havering                          [✔]

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**SUMMARY**

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This report provides a progress update on the Improvement Action Plan produced in response to the Recommendations from the LGA Corporate Peer Review of Havering in 2019.

Overall, significant progress has been made. Actions on the majority of the recommendations have either been completed (with notable achievements) or are under way. One action within the eleven recommendations is not yet due.

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**RECOMMENDATION**

</div>

To note progress on the delivery of the Improvement Action Plan (Appendix 1).

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**REPORT DETAIL**

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**Background**

1. This report sets out a bi-annual progress update against the Improvement recommendations from the Council's latest Corporate Peer Review.

2. The Corporate Peer Challenge took place in February/March 2019 by a team of experienced elected member and officer peers through the Local Government Association.

3. The purpose of having the LGA Corporate Peer Challenge was to give an external objective view of the Council's ambition, plans to achieve this and improvement recommendations.

4. The peer team considered the following five questions which form the core components looked at by all Corporate Peer Challenges:

   a. Understanding of the local place and priority setting: Does the Council understand its local context and place and use that to inform a clear vision and set of priorities?

   b. Leadership of Place: Does the Council provide effective leadership of place through its elected members, officers and constructive relationships and partnerships with external stakeholders?

   c. Organisational leadership and governance: Is there effective political and managerial leadership supported by good governance and decision-making arrangements that respond to key challenges and enable change and transformation to be implemented?

   d. Financial planning and viability: Does the Council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?

    e. Capacity to deliver: Is organisational capacity aligned with priorities and does the Council influence, enable and leverage external capacity to focus on agreed outcomes?

5. In addition to these questions, the Council asked the peer team to consider its approach to social care improvement, housing and regeneration.

6. In its Feedback Report, the peer team made 11 key improvement recommendations to support the delivery of outcomes required in the Council's 2019/20 Corporate Plan and associated key policies and strategies.

7. The recommendations and associated strategic action plan action were agreed by the Cabinet in July 2019. The Senior Leadership Team are collectively the "Lead Officers" for delivery.

8. The latest progress on the actions to deliver on these recommendations is shown in the attached table.

**Progress on Improvement Action Plan**

9. Overall, significant progress has been made with the majority completed with notable achievements, or under way and one of the eleven not due yet.

10. Due to the improvements being strategic in nature and underpinning the Council's Corporate Plan, a role for Overview and Scrutiny was agreed, in accordance with the statutory role of the Overview and Scrutiny Function as set out in the Council's Constitution.

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**IMPLICATIONS AND RISKS**

</div>

**Financial implications and risks:**

11. There are no direct financial implications arising from this report. The implementation and monitoring of the improvements is anticipated to be contained within existing budgets. If through this processes pressures on budgets materialise these will be flagged and escalated through the appropriate channels as part of regular monthly budget monitoring.

12. It may be that the improvements themselves require additional funding. If so, any additional funding will be brought back for consideration via the appropriate channels as and when they materialise.

## Legal implications and risks

13. There are no apparent legal implications in noting the content of the report.

14. Scrutiny arrangements form part of the Council's executive arrangements as set out in the Constitution and, ultimately, any changes will have to be agreed by Full Council. The Governance Committee is responsible for monitoring and reviewing the operation of the Constitution and, in particular, the role of overview and scrutiny. The Governance Committee can also make recommendations to Full Council about amending the Constitution.

## Human Resources implications and risks

15. There are no HR implications or risks that impact directly on the Council's workforce as a result of the recommendations. Plans are already being developed as part of the Havering Transformation and People and Organisation Programmes to develop a more strategic approach to the Council's workforce.

## Equalities implications and risks

16. No specific EQHIA is required at this level – actions on the individual recommendations will cover that if appropriate (such as the Regeneration Strategy).

17. Consideration should be given as to whether community engagement and greater inclusion should have specific outcomes/success criteria and whether there is a need for more activity on cohesion and the extending the Council's ICARE Values outward.

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| No. | LGA Draft Peer Challenge Review Recommendation + LBH Theme | Comment/Action | Timescale | Lead Officer | CURRENT POSITION |
|---|---|---|---|---|---|
| 1 | **Build on the momentum to communicate the Council's new priorities to staff, partners and residents.**<br><br>*The council has put in place a new corporate plan with a refreshed set of priorities. It is clear that both the council and the borough is changing. Now is an opportune time for the council to communicate its new priorities to employees, local people and key stakeholders.*<br><br>Theme  =  OPPORTUNITIES | The Council has undertaken several all staff events to discuss the 2019/20 corporate plan with staff. This has been backed up by Global emails, "pop-up", Core Brief and is available on the internet. | Completed | AD-CCC + AD-PPC | *COMPLETE* |
| | | The Corporate Plan for the first-time was published alongside the MTFS on in March 2019 and available for local people and key stakeholders. | Completed | AD-CCC + AD-PPC | *COMPLETE* |
| | | Communication Strategy to be developed and implemented promoting the Council's new priorities to employees, local people and key stakeholders. | On-going | AD-CCC + AD-PPC | *New external and internal comms strategies developed and signed off at relevant level (Leader/CEx).* |
| | | SLT to keep the focus on the Corporate Plan via their monthly Thematic Steering Group meetings, involving external stakeholders as appropriate. | On-going | SLT Four Theme Steering Group Leads | *COMPLETE* |
| | | CLT to continue to raise awareness with their staff and key stakeholders. | On-going | CLT | *Team Meetings, 121s, Inductions* |
| | | Quarterly reporting of Corporate Plan PIs and Outcomes: Cabinet and on the website. | On-going | AD-PPC | *In-place and reported against the four themes.* |
| | | Annual Report setting out progress against Corporate Plan Priorities. | July 2020 | AD-PPC | *Format under development.* |

| No. | LGA Draft Peer Challenge Review Recommendation + LBH Theme | Comment/Action | Timescale | Lead Officer | CURRENT POSITION |
|---|---|---|---|---|---|
| 2 | **Consider and articulate Havering's offers and USP to attract inward investment and support managed growth.**<br><br>*The council could set out more clearly its approach to, and priorities for, growth. This includes an explicit articulation of the type of investment the borough is seeking and the benefits of doing business in Havering.*<br><br>THEME = CONNECTIONS | The Council will produce a clear narrative as part of the Regeneration strategy to address "Why Havering" and its USP. | On-going | Director of Regeneration + Member Portfolio Holder | *A regeneration plan has been completed. Further work with members and officers will need to take place on agreeing the regeneration strategy which is in its draft stages.* |
| | | A proactive Communications Campaign, setting out the approach agreed above. | On-going | AD-CCC | *In progress. Insufficient work thus far has been completed on the actual offer/USP so a comms campaign cannot begin until this is considered in more detail. That said, place marketing campaign activity is underway.* |
| | | The development of a clear Inward Investment Strategy as part of the Regeneration Strategy. | Completed | Director of Regeneration | *COMPLETE*<br>*Inclusive Growth Strategy has now been produced.* |

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| No. | LGA Draft Peer Challenge Review Recommendation + LBH Theme | Comment/Action | Timescale | Lead Officer | CURRENT POSITION |
|---|---|---|---|---|---|
| 3 | **Maximise potential from a more collective one-team approach.**<br><br>*While both the council's political and managerial leaders are generally well-regarded, there are potential benefits from a more collaborative approach. The creation of a series of boards, which seek to bring officers and members together, is a good first step. This structural change will need to be complemented by a cultural shift, where senior officers and members work more collectively together, including when developing strategy and problem solving.*<br><br>THEME = OPPORTUNITIES | The Cabinet and SLT are committed to improving transparency and communication amongst them. A specific project will be established to identify actions to facilitate this. | Ongoing | Chief Executive | *There is a program of joint away days held and in place. New values underpinning a behaviour change have been adopted across the Council (ICARE).* |
| | | The Council has changed its "governance" structure, from a Directorate/Service decision making approach to a cross-cutting outcome one. This is reflective of the Council's ambition to maximise resources and tackle the larger challenges facing the borough, e.g. demographic changes. | Completed | SLT / All Thematic Steering Groups | *COMPLETED*<br>*To complement this approach, the Council has established a strategic planning and commissioning project which will focus on delivering the key policy decisions taken.* |
| | | The Council has agreed a new governance structure to increase transparency across the organisation. | Completed | Chief Executive | *COMPLETED* |
| | | The "Cultural-Shift" began back in February 2018, comprising of five CLT awaydays and two all staff events, externally facilitated. Further externally facilitated events are planned through 2019 with staff, senior management and Members. | Ongoing | Chief Executive | *A significant engagement and cultural change development programme has supported the delivering of values & behaviours. The Change Champions Group and Cultural Change Steering Group have been established to underpin collaboration and co-design.* |

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| No. | LGA Draft Peer Challenge Review Recommendation + LBH Theme | Comment/Action | Timescale | Lead Officer | CURRENT POSITION |
|---|---|---|---|---|---|
| 4 | **Sharpen decision making and delivery through better forward planning.**<br><br>*The council has a clear set of priorities and will be undergoing a significant level of organisational change. The council will need to improve its business management, including decision making and forward planning, to successfully achieve its ambitious agenda.*<br><br>THEME = OPPORTUNITIES | The Council is reviewing its decision-making and forward planning process as part of its Governance changes. These changes are already underway but will need to be refined during 2019. | Ongoing | COO<br>+<br>Leader's Office | *The Theme Steering Groups and Theme Boards have enabled greater visibility and transparency of forward planning and decision making across the council.*<br><br>*We have further built on this with the Governance Service Review, looking at strategic decision making and implementing some tactical projects – such as replacing multiple manual processes with a single on-line form (called i-Decision) to improve the efficiency and effectiveness of decision making and to speed up the approval process for entries onto the Corporate Forward Plan.*<br><br>*The Contract Procedure Rules are also being refined with a view to aligning thresholds across the board.* |

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| No. | LGA Draft Peer Challenge Review Recommendation + LBH Theme | Comment/Action | Timescale | Lead Officer | CURRENT POSITION |
|---|---|---|---|---|---|
| 5 | **Ensure there is sufficient focus on developing a single narrative and ownership from SLT to the front-line – this is needed to deliver the council's ambitions.**<br><br>*The new corporate plan and transformation programme are positive developments. Significant staff engagement and involvement – at all levels of the organisation – is now required to support cultural change and delivery.*<br><br><br>THEME = OPPORTUNITIES | SLT are working with staff on the single narrative and how it can be embedded across the organisation. | 31 December 2019 | COO<br>+<br>Director of HR<br>+<br>AD-Transformation | *A draft Transformation narrative was produced during the summer, reflecting the Members' Corporate Plan and their ambitions for the future of the Borough. The engagement and communications approach was then agreed at Transformation Board in September.*<br>*Work is in hand with Communications to develop a detailed timetable of events, but in planning are: 'pulse' surveys, a Managers' Conference in Spring to develop strategic planning and ambition and continued engagement and co-working with Members and key stakeholders.*<br>*A detailed narrative has been produced in draft and is expected to go to SLT in early January 2020 for approval and internal launch External communications will be tailored to suit the audience and will be focussed on specific areas of activity.* |

| No. | LGA Draft Peer Challenge Review Recommendation + LBH Theme | Comment/Action | Timescale | Lead Officer | CURRENT POSITION |
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| | | External facilitators have been engaged to develop events to inform the future staff engagement and cultural change required. | On-going | COO + Director of HR + AD-Transformation | *31 TEN have supported a significant engagement and cultural change development programme as part of delivering values & behaviours.* <br> *An internal change champions group has been created to engage with on-going 'hearts and minds' change and to ensure the internal 'customer' has a voice and influence.* <br> *The colleague survey is being used to support further engagement and cultural change and we have held Management Conferences, a series of half day workshops at a range of levels and other engagement events to secure buy-in.* <br> *SLT is considering further work on cultural leadership and the 'On Track' programme for middle manager leadership development, launched successfully in the Autumn.* |

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**Page 45**

| No. | LGA Draft Peer Challenge Review Recommendation + LBH Theme | Comment/Action | Timescale | Lead Officer | CURRENT POSITION |
|---|---|---|---|---|---|
| | | An important part of this work will be to engage staff on the further development of Staff Values and Behaviours to shape cultural change. This work will continue through 2019. | On-going | COO + Director of HR + AD-Transformation | *Following on from approval of the People & Organisation Development business case, detailed governance arrangements, resource and delivery planning are being designed and implemented to ensure that regular contact with staff at all levels (and across a range of media) is maintained. The Change Champions Group and Cultural Change Steering Group have been established to ensure collaboration and co-design underpin everything we do. Communications work will deliver a series of 'pulse' surveys and informal feedback events to ensure that we stay on course to deliver the cultural and behavioural change we have committed to.* |

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| No. | LGA Draft Peer Challenge Review Recommendation + LBH Theme | Comment/Action | Timescale | Lead Officer | CURRENT POSITION |
|---|---|---|---|---|---|
| 6 | **Develop a strategic approach to the workforce, linked to the corporate plan, to better release capacity to deliver.**<br><br>*Although the council has a range of workforce initiatives, there is not currently a coordinated view of organisational development. A strategic approach to the workforce, explicitly linked to the new corporate plan, may release additional capacity to deliver.*<br><br><br>THEME = OPPORTUNITIES | Develop the future OD Strategy and Talent Management Approach to underpin the Council's future Target Operating Model. | December 2019 | Director of HR + AD-Transformation | *Phase 1 complete. The People and Organisation Development Programme business case, including the HROD Strategy, was approved by Cabinet in November 2019.*<br><br>*Mobilisation of the full programme is being negotiated, including mapping resources, capacity and prioritised milestones is in hand. A programme management group has been established and the influence of the Change Champions and Culture Steering Group is visible in the work of the programme.*<br><br>*Work with HR on delivery realisation is on-going to realise collaborative roll out of the ambition across the organisation, particularly our intention to become one of the top 100 employers of choice.* |

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| No. | LGA Draft Peer Challenge Review Recommendation + LBH Theme | Comment/Action | Timescale | Lead Officer | CURRENT POSITION |
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| 7 | **Articulate a broader regeneration vision for place-shaping building upon the council's clear ambitions for housing.**<br><br>*Strong plans have been put in place to deliver on the council's housing priorities. The organisation's wider regeneration vision is not as clearly articulated. In particular, the council could set out its broader place-shaping role more clearly, including its strategic approach to inward investment, skills and growth.*<br><br>THEME = PLACES | Develop the Council's Vison for Place and underpinning Regeneration Vision and Strategy. | December 2019 | Director Lead for Places + Director of Regeneration | *A new "Together with Communities" strategy is due to be approved shortly. This sets out the Council's ambition to develop the place shaping vision for the borough.*<br><br>*The Place shaping marketing strategy is in the research stages. This will outline how the Council will market Havering to visitors, potential investors and residents.* |

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| No. | LGA Draft Peer Challenge Review Recommendation + LBH Theme | Comment/Action | Timescale | Lead Officer | CURRENT POSITION |
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| 8 | **Explore further ways of supporting community engagement and maximising community capacity.**<br><br>*While the council has a track-record of consulting with residents, there is an opportunity for greater engagement and to better utilise community capacity. The peer team identified an appetite amongst some local groups for a greater role. A cross-council approach to developing community resilience may help residents to reduce, and better manage, their own needs.*<br><br>THEME = COMMUNITIES | Agree the Developing the Local Voluntary and Community Sector Strategy. | 15th May 2019 Cabinet | COO + AD-PPC | *The Voluntary and Community Strategy (joint with Havering Compact) agreed at May Cabinet and leading to greater capacity building via two main projects:*<br>• *London Borough of Havering (LBH), The Fore and Mayor's Fund for London jointly developing a pilot initiative to demonstrate how to fund 'cold spots' in outer London boroughs using an innovative model. During 1-year pilot, The Fore will deliver grant-funding and pro bono expertise to at least six Havering-based charities and social enterprises, and many more organisations will benefit from strategic advice and input during the process. The project has also raised £60k from other organisations and will use a newly developed participatory grant-making model, ensuring the Havering community is an integral part of funding process.*<br>• *A Crowd Funding project, to ensure more resident involvement in grass roots projects in Havering.* |

| No. | LGA Draft Peer Challenge Review Recommendation + LBH Theme | Comment/Action | Timescale | Lead Officer | CURRENT POSITION |
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| | | Establish the "Community Hubs Steering Group". | April 2019 Completed | COO AD-PPC AD-Trans. | *The Steering Group reports into the Place Theme Group and Board.* |
| | | Co-design a Communications and Engagement Strategy with councillors and residents. | September 2019 | AD-CCC | *The election has delayed the approval of the Together with Communities Strategy, however, the case includes detail of the approach to be taken to the 'Voices of Havering' – ensuring greater early engagement and response to communities and locality priorities. Communications are working with Transformation to deliver a 'brand' identity, but small scale work via Local Area Coordination, Regeneration and Community Development are being used to create a 'one Council' approach.* |
| | | Establish a Corporate Approach and Resource for Consultation: ("Citizen Space" acquired/ funded for one year trial). | April 2019 | COO + AD-PPC | *A pilot was put in place and Citizen Space procured for the duration of the pilot. A report has been prepared for SLT to recommend making the resource and approach permanent.* |
| | | SLT to consider and agree future requirement/ funding. | December 2019 | COO AD-PPC | *A report has been prepared for SLT recommending making the resource and approach permanent.* |

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| No. | LGA Draft Peer Challenge Review Recommendation + LBH Theme | Comment/Action | Timescale | Lead Officer | CURRENT POSITION |
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| 9 | **Support scrutiny to be more effective and play a more positive role in policy development.**<br><br>*The council's existing scrutiny arrangements are atypical with seven committees. A cross-party review of scrutiny was undertaken in 2018 but its findings do not appear to have been taken forward. While many stakeholders identified the potential for scrutiny to improve, there was not a clear consensus on the best approach. The council should consider all options including the importance of officer support, member development and an enabling culture, as well as structural governance changes.*<br><br>THEME = OPPORTUNITIES | Consider and agree future scrutiny arrangements as part of new Governance Arrangements. | December 2019 | CE + Monitoring Officer | *In addition to the LGA Peer review, the Council is undergoing an Electoral Boundary Review. Both of these will inform the future Scrutiny role. A new Policy Framework is under development, which will facilitate a more positive role in policy development. The Overview & Scrutiny Board is identifying a number of other Council Scrutiny Boards to visit, this will inform the future options for Havering.* |

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| No. | LGA Draft Peer Challenge Review Recommendation + LBH Theme | Comment/Action | Timescale | Lead Officer | CURRENT POSITION |
|---|---|---|---|---|---|
| 10 | **Ensure adult social care has sufficient resources to continue its integration and improvement journey with pace.**<br><br>*The peer team is confident that the council has the right approach to adult social care improvement. The council's key plans to better manage demand, support further integration and prioritise safeguarding will require sustained attention and investment.*<br><br><br>THEME =  COMMUNITIES | Review resources and identify appropriate actions. | September 2019 | Director of Adults | *Adult Social Care (and Children's Social Care) is well supported corporately by the council, despite the challenging financial position.  Significant growth is planned for 2020/21 to meet the increased cost pressure associated with increased complexity of care needs, contract inflation pressure, and increased safeguarding and Deprivation of Liberty Safeguards activity. In February 2020, ASC will be launching 'Better Living', based on the 3 Conversations model, which takes an asset based approach to working with residents – focussing on their strengths and family/community networks instead of 'assessing for deficits'. The approach is already embedding within the service, and demand in terms of commissioned services has seen a decrease in the number of people supported with homecare and residential care, although a significant increase has been seen in nursing care. Whilst activity has dropped, the complexity of* |

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| No. | LGA Draft Peer Challenge Review Recommendation + LBH Theme | Comment/Action | Timescale | Lead Officer | CURRENT POSITION |
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| | | | | | *need has increased, meaning larger packages of support at home. Local area coordination will be introduced in Harold Hill at the beginning of 2020.* |
| | | | | | *The health integration agenda is now moving forward, with North East London STP (East London Health & Care Partnership) establishing itself as an Integrated Care System and working to the principle of subsidiarity – delegation of as much decision making as possible to the BHR System and to local authorities. The direction of travel is for Havering CE to lead around planning and commissioning of community health and social care services for Havering, with aligned budgets. 2020/21 will be the shadow year, in readiness for launch in April 2021. Primary Care Networks have been established, with ASC and NELFT now reviewing the locality configuration to ensure close alignment with the PCNs.* |

| No. | LGA Draft Peer Challenge Review Recommendation + LBH Theme | Comment/Action | Timescale | Lead Officer | CURRENT POSITION |
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| **11** | **Maximise the opportunity to put 'Havering on the map'.**<br><br>*The peer challenge team identified many positives about the council and borough, and there are clearly big opportunities ahead. Now is a good time to undertake further work to put Havering 'on the map' to maximise these potential benefits. This should include more proactive regional and national communications about how the borough is changing and the benefits of living, working and investing in the borough*<br><br>THEME = OPPORTUNITIES | Develop and execute a value for money campaign across the borough demonstrating the quality services residents receive for their Council Tax. | Ongoing | AD-CCC | *Work has not begun on this area yet due to already-agreed campaigns needing to be delivered and dealing with parking as a proactive and reactive communications issue.* |
| | | Develop and execute "Havering as your Destination of Choice" Campaign. | Ongoing | AD-CCC + AD-PPC | *External communications strategy developed, team resourced to begin this work and work underway with SLT/Cabinet to identify what putting Havering 'on the map' actually entails/means.* |
| | | Seek out opportunities to showcase good practice in professional and sector press. | Ongoing | SLT | *Recent improved use of LinkedIn to promote #TeamHavering #HaveringTogether and #TransformingTogether – has included the successful launch of 'On Track' development programmes, 'Our Day' and the difference people are making to the experience of our Residents – Havering is building a reputation as a 'place where positive, exciting stuff is happening'. Showcasing of the Demand Management tool, being* |

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| No. | LGA Draft Peer Challenge Review Recommendation + LBH Theme | Comment/Action | Timescale | Lead Officer | CURRENT POSITION |
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| | | | | | *developed by the Transformation Team. Service Review and Redesign videos and business cases, showing the talent and ambition of our service teams. Learning lunches and other engagement sessions to share good practice are planned.* |
| 12 | The LGA Corporate Peer Challenge process includes a follow-up visit.<br><br>*To help the Council assess the impact of the peer challenge and demonstrate progress against the key recommendations* | Agree a provisional date and advise the LGA Lead Officer: date should be by the end of February 2021 | July 2020 | CE<br>+<br>Leader | *Not yet due.* |
| 13 | The expectation is that all councils will have a Corporate Peer Challenge or Finance Peer Review every 4-5 years. | Agree a provisional date (Should be undertaken by Spring 2024). | July 2023 | CE<br>+<br>Leader | *Not yet due.* |

# Overview and Scrutiny Board
## 18 March 2020

| | |
|---|---|
| **Subject Heading:** | Policy and Strategy Development Framework |
| **SLT Lead:** | Jane West, Chief Operating Officer |
| **Report Author and contact details:** | Sandy Hamberger, Assistant Director of Policy, Performance and Community (01708 434506) sandyhamberger@havering.gov.uk |
| **Policy context:** | The Policy and Strategy Development Framework is not a statutory document but in line with good practice, and to ensure consistency, a policy and strategy development framework has been developed alongside a key policy list. |
| **Financial summary:** | There are no financial implications arising from this report which is for information only. The implementation and monitoring of the key policy library is anticipated to be contained within existing budgets. |

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

| | |
|---|---|
| Communities making Havering | [X] |
| Places making Havering | [X] |
| Opportunities making Havering | [X] |
| Connections making Havering | [X] |

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**SUMMARY**

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In line with good practice, a high-level framework has been written to provide in-house guidance for the development of policies and strategies and to provide a

consistent approach to all stages of policy / strategy formation, approval and review.

Attached as an appendix to this is a library of current policies and strategies in Havering, which will be maintained corporately (by Policy, Performance and Communities), so that members and officers have up to date information readily available for review.

<div style="border:2px solid black; text-align:center; font-weight:bold">RECOMMENDATIONS</div>

Following comments from the Opportunities Theme Board in February 2020 the Overview & Scrutiny board are asked:

a) To consider the attached Policy and Strategy Development Framework
b) To note the status of current policies and strategies as set out in Appendix 1.

<div style="border:2px solid black; text-align:center; font-weight:bold">REPORT DETAIL</div>

**Background**

Attached to this report is a Policy and Strategy Development Framework (Appendix 1), which has been produced to provide in-house guidance to staff responsible for developing policies and strategies.

The purpose of the framework is to provide a consistent approach to all stages of policy and strategy development, as well as ensuring the Council has consistent, relevant and up-to-date governance documentation. This supports the 2019 LGA Peer Review improvement recommendation (number 9).

It is important to ensure that all policies and strategies are aligned to corporate objectives and new documents are not developed in isolation from existing policies and strategies. Essentially the Policy and Strategy Development Framework and Key Policy Library will be for operational usage but Members will have access to underpin their decision-making and scrutiny.

The Senior Leadership Team (SLT) considered the framework in January 2020 and agreed the next step would be to disseminate to Opportunities Theme Board, then to present to Overview and Scrutiny Board for your information.

The key policy list (Appendix 2) shows that the council have over 300 policies and strategies. During the Opportunities Theme Board, it was agreed that a review of the key policy list will be undertaken within six months. This review is to detect any duplicated policies and to identify any policies and strategies that no not meet the definition as set out within the framework. We will then start to look to see which of

the policies on the list are to be kept, decommissioned or amalgamated together in the hope to reduce the number of policies held within the council.
**For Information**

1. The Key Policy Library has a 'RAG Rating' column for internal monitoring purposes. This defines the status of each policy and strategy as follows:
   a. Green indicates that the policy / strategy has been completed and is in date and being used;
   b. Amber indicates that the policy / strategy is due to be refreshed but that there is a current version still in date or an older version is still in use;
   c. Red indicates that the policy / strategy is due to be refreshed and an older version is not being used;
   d. Blue indicates that the document is either no longer needed, or that the document is newly written and awaiting sign-off.

2. Overall, significant progress has been made with populating the Key Policy Library. There are some gaps in information but the library is a working document and will be updated regularly.

IMPLICATIONS AND RISKS

**Financial implications and risks:**
There are no direct financial implications arising from this report. The implementation and monitoring of the key policy library is anticipated to be contained within existing budgets. If through these processes pressures on budgets materialise, these will be flagged and escalated through the appropriate channels as part of regular monthly budget monitoring.

**Legal implications and risks:**
The Policy and Strategy Development Framework and Key Policy Library will be for operational usage but Members will have access to underpin their decision-making and scrutiny roles.

The Framework states that when developing a policy, early legal advice should be sought on the implications of such a proposal.

The Council can be held to account for departure from any of its policies by:
-internal complaints
- a complaint to the Local Government Ombudsman
- or by way of Judicial Review.

**Human Resources implications and risks:**

There are no HR implications or risks that impact directly on the Council's workforce as a result of the recommendations. The Framework is an internal guidance document designed to inform operational activity.

**Equalities implications and risks:**
The Framework sets out an expectation that a completed Equalities and Health Impact Assessment (EqHIA) checklist is included on all future policies and strategies and that this is used to determine whether a full EqHIA is required. The checklist has been included within the templates and is further explained within the Framework.

The EqHIA checklist has been completed for the Framework itself and it was determined that a full EqHIA is not required as this document is for internal guidance only.

London Borough of Havering

# Policy and Strategy Development Framework

Jodie Gutteridge
2/3/2020

# Document Control

## Sign off and ownership details

| | |
|---|---|
| **Document Name** | Policy and Strategy Development Framework 2019 |
| **Version number** | V0.8 |
| **Approved by:** | Senior Leadership Team |
| **Date Approved:** | 21st January 2020 |
| **Date for review:** | 21st January 2021 |
| **Author** | Jodie Gutteridge – Service Improvement Officer |
| **Owner** | Lucy Goodfellow – Policy and Performance Business Partner |
| **Document location** | Intranet link to be included once agreed. |

## Revision history

| Version | Date | Revision description / summary of changes | Author |
|---|---|---|---|
| V0.1 | 25-11-2019 | Incorporated comments from Lucy Goodfellow | Jodie Gutteridge |
| V0.2 | 04-12-2019 | Incorporated comments from Julia Blow and John William Jones | Jodie Gutteridge |
| V0.3 | 09-01-2020 | Incorporated Comments from Louise Warner | Jodie Gutteridge |
| V0.4 | 13-01-2020 | Incorporated comments from Lucy Goodfellow and Sandy Hamberger | Jodie Gutteridge |
| V0.5 | 21-01-2020 | Incorporated comments from SLT | Jodie Gutteridge |
| V0.6 | 31.01.2020 | Incorporated comments from Andrew Beesley and Sandy Hamberger | Jodie Gutteridge |
| V0.7 | 04.02.2020 | Incorporated comments from John William Jones | Jodie Gutteridge |
| V0.8 | 11.02.2020 | Incorporated comments from Opportunities Theme Board | Jodie Gutteridge |

# Equality & Health Impact Assessment record

| 1 | **Title of activity** | Policy and Strategy Development Framework |
|---|---|---|
| 2 | **Type of activity** | Framework highlighting best practice in writing and developing a policy or strategy. |
| 3 | **Scope of activity** | The purpose of the framework is to provide guidance for policy and strategy development. The framework aims to ensure there is a consistent approach to policy and strategy development across the Council and relevant, up-to-date, governance documentation. |

| | | | | |
|---|---|---|---|---|
| 4a | **Are you changing, introducing a new, or removing a service, policy, strategy or function?** | ~~Yes~~ / No | If the answer to <u>any</u> of these questions is **'YES'**, please continue to question **5**. | If the answer to <u>all</u> of the questions (4a, 4b & 4c) is **'NO'**, please go to question **6**. |
| 4b | **Does this activity have the potential to impact (either positively or negatively) upon people (9 protected characteristics)?** | ~~Yes~~ / No | | |
| 4c | **Does the activity have the potential to impact (either positively or negatively) upon any factors which determine people's health and wellbeing?** | ~~Yes~~ / No | | |
| 5 | **If you answered YES: (Please complete the EqHIA in Section 2 of this document.** Please see Appendix 1 for Guidance.) | **Please complete the EqHIA in Section 2 of this document.** Please see Appendix 1 for Guidance. | | |
| 6 | **If you answered NO: (***Please provide a clear and robust explanation on why your activity does not require an EqHIA. This is essential in case the activity is challenged under the Equality Act 2010.)*** *Please keep this checklist for your audit trail.* | The Framework is an internal document to guide Council employees in the development of policy and strategy. While individual policies and strategies may have equalities and/or health impacts, the overarching framework does not. | | |

| Date | Completed by | Reviewed by |
|---|---|---|
| **09/01/2019** | **Jodie Gutteridge** | |

# Introduction

The Council's policies and strategies provide guidance to employees by setting out the vision and priorities through which we comply with the statutory duties placed on us by Central Government. This framework sets out how policies and strategies should be developed, reviewed and updated with effect from March 2020.

The terms policy and strategy are closely related and are often used interchangeably. For the purposes of the Policy and Strategy Development Framework, policies and strategies are defined as follows:

**Policy** sets the rules and/or direction for decision-making; usually stated as an intention or principles for action on a particular issue. A policy should be set within the context of legislation, regulation and guidance. Policies may be set at the national or local level and may be corporate, directorate or service specific.

**Strategy** sets the approach for implementing policy by establishing 'where we are now', 'where we want to be' and 'how we will get there'. A strategy is usually time limited and should include an action plan that sets out the detailed actions that will be taken to implement the strategy.

**Procedure** describes the method for implementing a policy or strategy; often as a step-by-step guide or flow chart.

# Purpose of the framework

The purpose of this framework is to provide guidance for policy and strategy development, setting out the key considerations for the various stages – from inception to development, authorisation, implementation publication and review. The framework aims to ensure that the Council has consistent, relevant and up-to-date governance documentation.

The framework will also ensure that equalities and health implications are considered at an early stage and that all policies and strategies are authorised at the appropriate level, regularly reviewed, and all relevant stakeholders are aware of any changes.

All Council policies and strategies should be aligned to corporate objectives and new documents should not be developed in isolation from existing policies and strategies. Crucially, the Council should be able to evidence how its policies and strategies are impacting positively on outcomes for local people. The framework is a key element of the Council's strategic planning and commissioning ambition.

All policies, strategies and procedures must be developed, implemented, monitored and reviewed in accordance with this framework.

# Guiding principles

When developing a new policy or strategy, the following may serve as a useful checklist of points for consideration. Further guidance is available within this framework by clicking on each heading.

## Document control

- Has a document control page been included on the policy or strategy? ☐
- Is ownership of the policy or strategy clearly documented? ☐
- Does the policy have a lifespan of no more than five years? ☐
- Does the strategy have a clear end date and include a SMART action plan? ☐
- Has an Equality & Health Impact Assessment (EqHIA) been considered? ☐

## Style

- Has a standardised template been used? ☐
- Is the document written in a clear, concise and readable format? ☐
- Has Plain English been used? ☐
- Have you minimised the use of information that quickly becomes out of date such as names and hyperlinks? ☐
- Where appropriate, have you explored accessible versions? ☐

## Approval and review

- Has consultation (internal, external or both) taken place, including legal advice where required? ☐
- Has Lead member consultation taken place at the earliest opportunity? ☐
- Has the document been approved via the correct route? ☐
- Has a review date been agreed and a process for termination of the policy considered? ☐
- Have you sent the completed documents to the corporate Policy team to upload onto the central documentation portal? ☐

## Roles and Responsibilities

- Are those involved in the production, review and approval of the Policy / Strategy clear about their role? ☐
- Do all parties understand what responsibilities they hold under this framework? ☐

# Document control

## Scope and ownership

It is important to define the type of policy or strategy that you are seeking to develop or refresh, as this will determine the level of authorisation required to develop it, the scope of the development work (including the level of consultation and engagement required) and the required route of approval.

The first page of the policy and strategy must contain a document control page, which should include policy-sign off details, an ownership section, revision history and an EqHIA checklist.

Every policy and strategy must have an individual post-holder as the owner. The owner will be responsible for development, dissemination, maintenance and review. The owner is often the author of the policy or strategy but this may not always be the case.

It is good practice for policies to last no more than five years, so that they are kept up to date with relevant legislation. Strategies on the other hand are usually more time sensitive and should include a SMART (specific, measureable, achievable, relevant and time-bound) action plan.

## Equality and Health Impact Assessment

Equality and Health Analyses must be carried out as required by the Public Sector Equality Duty under section 149 of the Equality Act 2010. This requires the Council, when exercising its functions, to have due regard to:
(i) The need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
(ii) The need to advance equality of opportunity between persons who share protected characteristics and those who do not, and;
(iii) Foster good relations between those who have protected characteristics and those who do not.

The requirement to consider equality implications and risks also applies to all policies and strategies, therefore a completed Equality & Health Impact Assessment (EqHIA) checklist should be included in the document control page. Completing the checklist will determine whether a full EqHIA is required.

The Council wishes to ensure that its activities are 'fit for purpose' and meet the needs of Havering's increasingly diverse communities and employees. The Council's EqHIA process ensures that any potential detrimental effects or discrimination is identified and removed or mitigated, and that positive impacts are enhanced.

For further information, please refer to our EqHIA Guidance and Template July 2018.

## Style

To ensure that the Council's policies and strategies meet the agreed requirements, are consistent in style and compliant with this framework, standard templates are provided for the development of policy and strategy.

The Council encourages all publications, including policies and strategies, to be written in a clear, concise and readable format and recommends the following:

- Use active rather than passive verb and avoid jargon as advised by the Plain English Campaign.
- Avoid using information that may quickly become out of date (for example, use job titles rather than names of individuals).
- If acronyms are used, the full wording should be used in the first instance, with the acronym in brackets.
- Formatting should be consistent with the template.

- Where possible and appropriate, accessible versions such as child or learning difficulty friendly should be considered.

# Approval and review

## Consultation

For the purposes of this framework, consultation is defined as the way we capture the views of local people with the objective being to influence decisions, policies or programmes of action.

There are a small number of policies that must, in law, be consulted upon with local people and on those occasions the Council's 'Consultation strategy' should be adhered to. With regards to any other policies and strategies, it is deemed good practice to consult with key stakeholders but this is at the discretion of the owning service. If consultation does go ahead this should take place early on in the development stage to inform an initial draft of the policy or strategy. Further consultation should also take place once a 'good' draft of the document has been produced and can be circulated to stakeholders for comment.

The scale of the consultation will be determined by the subject matter and potential impact of the policy or strategy. When developing a policy, early legal advice should be sought on the implications of such a proposal. It is also usual to consult with the relevant Lead Member and Director and/or Senior Leadership Team during the process of writing any policy or strategy.

## Approval process

### External policies and strategies

The policy or strategy Lead is responsible for ensuring the policy or strategy is authorised correctly and in accordance with the scheme of delegation. The first step when developing a policy is therefore to establish where responsibility lies for the decision required, i.e. whether it is a Council or Executive function. This is set out in the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 and reflected in the Council's Constitution.

**Council** policies and strategies make up the 'Policy Framework' and are usually statutory, unless shown otherwise in the Constitution. Full Council or a delegated committee will approve such policies and strategies.

**Executive** policies and strategies are all other policies and strategies affecting Havering residents and these will be approved by either Cabinet, an individual Cabinet Member, or an officer (usually at Director level).

The diagram below sets out the approval requirements and some examples of Council and Executive policies.

| Council | Full Council OR Delegated Committee (e.g. Planning or Licencing) | **Examples** - Budget Policy Framework - Gambling Policy |
|---|---|---|
| Executive | Cabinet OR Individual Cabinet Member OR Officers | **Examples** - Library Strategy - Complaints Policy |

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Any policy or strategy that requires Cabinet / Cabinet Member sign-off will be subject to the Executive Decision Making process and entered on the Corporate Forward plan. This is a comprehensive weekly document giving notice of all executive decisions to be made, either key or non-key, and is issued to Members, Senior Leadership Team, Corporate Leadership Team, stakeholders and Business Partners. It ensures all decisions are planned and examined well in advance, enabling all relevant government procedures to be met in a timely fashion.

For policies or strategies requiring an Executive Decision, the Lead will need to follow the process set out in i'decision on the intranet in order for the document to be added to the Corporate Forward Plan.

## Internal policies and strategies

Internal policies and strategies are those which may have an impact on staff or across a number of Council services but with no direct external impact.

The diagram below sets out the approval requirements and some examples of internal policies and strategies:



Internal policies and strategies affecting only one service will need to be signed off by the relevant Director or Assistant Director. It is deemed good practice to consult with staff in the service and also the Director / Assistant Director at an early stage.

For policies or strategies affecting more than one service, a single Lead should be identified who will work in consultation with all services affected. Once all parties are in agreement of the final product, it will need to be signed off at Director / Assistant Director level. As all Directors that the policy / strategy affects should have sight of the document, Senior Leadership Team (SLT) would usually be the most appropriate forum for sign off to take place.

For key internal policies and strategies directly affecting staff, e.g. the Council's Leave Policy, consultation should also take place with the trade unions at the Corporate Consultative Negotiating Forum (CCNF) prior to formal agreement by the relevant Director.  The Director will consult with their Lead Member as appropriate.

## Dissemination of policies and strategies

For both internal *and* external policies and strategies, once approved, the Lead must ensure communication of the policy / strategy to the relevant Assistant Directors and Heads of Service. The Lead must also liaise with the corporate Policy and Strategy function at an early stage in development, to ensure that strategic oversight of all policies and strategies in development across the Council is maintained. The corporate function will work with the policy or strategy Lead to ensure that the final version of the document is made available on the Council's Intranet and/or website and that key details are added to the Key Policy and Strategy Library for monitoring and review purposes.

## Review Process

All policies and strategies must be evaluated and reviewed on a regular basis to ensure they remain fit for purpose and compliant with current legislation and/or regulation.  A typical timeframe for review would be within two to three years of implementation, with a maximum review period of five years.  In some cases, review may be required earlier if there is a legislative or regulatory requirement or significant change. The review period should be clearly set out in the document and the date for review entered in the document control section.

Key considerations when reviewing a policy or strategy include: any changes in legislation; research and intelligence; best practice in other local councils and other sectors (private or voluntary); public attitudes and expectations; recommendations from assessments/inspections and customer feedback; links to other policy or strategy; alignment to corporate priorities; equality analysis; impact on outcomes for local people; governance and risk.

It is the responsibility of the policy owner to establish the review date and complete the review at the appropriate time. The Corporate Policy function maintains a list / library of all key policies and strategies across the Council and will monitor review dates, ensuring contact is made with the owner/author to prompt a review at least three months in advance of the specified date.

In addition to formal reviews, policy owners should ensure that an annual check of any hyperlinks and roles referred to within the policy / strategy is undertaken. If any changes are required, the revision table at the front of the policy should be updated and the revised document should replace the old version on the intranet / website.

The life span of a policy will be as stated in the document control page. Any policy or strategy that is no longer needed for one reason or another (e.g. the service is no longer being provided or one policy has been subsumed into another) will need to be formally decommissioned. This should be done in one of two ways:

1.  If the policy or strategy is being re-written or subsumed into another, the previous policy / strategy title should be included in the introductory text confirming the change of policy name and the reason for the new policy.

2.  If the policy or strategy is no longer needed, then a report should be taken through the same route by which the policy / strategy was originally approved, i.e. Cabinet, Lead Member, or Director sign-off, confirming that the policy is being decommissioned and the reason for this. If the policy is a high profile document, further communications may be required to ensure all staff and residents are aware that the policy is no longer in use.

## Roles and responsibilities

There should be clear designation of responsibility and accountability with clear lines of communication between all involved in writing and reviewing a Policy or Strategy. All individuals with responsibilities under this framework should understand their roles as set out below.

The **Leader and Cabinet** will lead on their relevant areas of policy management according to the Council's scheme of delegation (as set out in the [Constitution](#)).

**Overview and Scrutiny Board** has a remit of undertaking effective scrutiny and this includes a role in the development and on-going review of policy. An effective policy framework is fundamental in underpinning the scrutiny function. All decisions made by the Executive are subject to review by the Council's Overview and Scrutiny function.

The **Chief Executive** with head of paid service responsibility has overall accountability for the effective implementation and management of Council policy and strategy. Constitutionally, in practice, elements of this are delegated to Directors and Assistant Directors.

**Directors/ Assistant Directors/ Head of Service** are responsible for identifying the need for a particular policy to help the Council meet its strategic objectives and ensure legal and regulatory compliance. They are also responsible for disseminating the policy or strategies to the relevant staff and officers affected by it.

**Service Managers** are responsible for ensuring that all staff are aware of where and how documents can be accessed within their areas of work.

The **Policy or Strategy Lead / Owner** (usually a manager within the service area relevant to the policy or strategy subject matter) is responsible for overseeing the development and review of a policy and strategy, including the consultation process, prior to submission for consideration and/or authorisation. The Lead is also responsible for ensuring that the policy / strategy remains in accordance with legislation and any subsequent statutory changes that may occur. They are responsible for monitoring the implementation of any new or revised policy or strategy and ensuring it is effectively communicated to the relevant target audience. They may not necessarily be the document author.

The **Policy or Strategy Author** is responsible for the main authoring of the document; generates management updates; completes the Equality and Health Impact Assessment and liaises with corporate and other services to provide overall co-ordination.

The **Corporate Policy function** is responsible for this Framework, its supporting documentation, and the maintenance of the Key Policy and Strategy List, which provides details of all current policies, strategies and plans. The team will support Directorates and services across the Council in the development (including consultation) and implementation of high quality policies and strategies, as well as undertake in-depth policy and other research projects where appropriate. The team should be advised of any new or revised policy and can assist with research towards policy development or review. The team will also work with the Policy / Strategy Lead / Owner and Author to ensure all policies and strategies are accessible by adding them to the central documentation portal, and keeping the key policy list up to date.

| | Name of Policy | Expiry / review Date | Last Refresh Date | Policy Owner | Internal / External | RAG Rating |
|---|---|---|---|---|---|---|
| | Children's Social Care - Jane Carroll | | | | | |
| CSP1 | Children Missing Education Policy | Aug-20 | Aug-18 | Penny Denny | External | 🟩 |
| CSP2 | Attendance Policy | Mar-20 | Mar-18 | Penny Denny | External | 🟩 |
| CSP3 | Local Offer for Care Leavers | Nov-21 | Nov-19 | Tendai Dooley | External | |
| CSP4 | Fostering Finance Policy | Mar-20 | Mar-19 | Tendai Dooley | Internal / External | 🟩 |
| CSP5 | Staying Put Policy | | May-15 | Tendai Dooley | Internal / External | 🟥 |
| CSP6 | Family and Friends Policy | | Nov-14 | Tendai Dooley | Internal / External | 🟩 |
| CSP7 | Delegated Authority Policy – foster carers and residential workers | | 2019 | Tendai Dooley | Internal / External | 🟩 |
| CSP8 | Pupil Premium Policy | Sep-20 | | Anita Stewart | External | 🟩 |
| CSP9 | Youth Offending Risk Policy | Jul-19 | Jul-18 | Anita Stewart | External | 🟧 |
| | Policies | | | | | |
| CS1 | Statement of Purpose – Adoption | | | Sue May | External | 🟩 |
| CS2 | Statement of Purpose – Fostering | | 2019 | Tendai Dooley | External | 🟩 |
| CS3 | Sufficiency Statement | 2019 | | Priti Gaberria | External | 🟧 |
| CS4 | Early Help Strategy | 2021 | 2019 | Helen Harding | Internal / External | 🟩 |
| CS5 | CSE Strategy | | 2016 | Anita Stewart | External | 🟧 |
| CS6 | Corporate Parenting Strategy | | | Ali Omar | External | 🟦 |
| CS7 | Havering Permanency Strategy | | 2014 | Tendai Dooley | | 🟥 |
| CS8 | Participation Strategy | | | Anita Stewart / Lisa Kane | | 🟧 |
| CS9 | Joint protocol on the provision of accommodation for 16 and 17 year old young people who may be homeless and / or require accommodation | | | Alice Peatlin | | 🟧 |
| CS10 | Havering Missing Protocol | | | Anita Stewart to delegate | External | 🟧 |
| CS11 | SEND Strategy | 2021 | | Caroline Penfold / Ian Elliott | External | 🟩 |
| CS12 | Private Fostering Statement / plan | | | Tendai Dooley | | 🟧 |
| CS13 | Statement of Purpose - Private Fostering | | 2019 | Tendai Dooley | | 🟩 |
| CS14 | Reducing Re-offending  Strategy | 2020 | 2016 | Diane Egan | External | 🟩 |
| CS15 | Lone Working/ Home Visit Procedure | | | | | 🟩 |
| CS16 | Court Protocol | | | | | 🟩 |
| CS17 | Penalty Notice Local Code of Conduct | | | Penny Denny | External | 🟩 |
| CS18 | Youth Justice Plan 2019-20 | 2020 | | | | 🟩 |
| CS19 | Havering Virtual School Strategy | 2020 | Annual | Anita Stewart | External | 🟩 |
| CS20 | Havering Attendance Strategy | Aug-20 | Aug-18 | Penny Denny | External | 🟩 |
| | Strategies | | | | | |
| | Education - Trevor Cook | | | | | |
| EDP1 | Havering Multi-Agency Preparation for Adulthood Protocol | | | Caroline Penfold | External | 🟩 |
| EDP2 | Learning & Achievement Services Fees and Charges Policy | | | Shola Omogbehin | Internal & External | 🟧 |
| EDP3 | Uniform policy | ongoing | | David Allen | External | 🟥 |
| EDP4 | Traded services complaints policies | | | Shola Omogbehin | External | 🟥 |
| | Adult College | | | | | |

| | Name of Policy | Expiry / review Date | Last Refresh Date | Policy Owner | Internal / External | RAG Rating |
|---|---|---|---|---|---|---|
| EDP5 | Health & Safety Policy | Jul-20 | | Joanne Mead (Acting QCM) | | |
| EDP6 | Equal opportunities, harrassment and bully policy | Jul-20 | | Joanne Mead (Acting QCM) | | |
| EDP7 | Local Race Equality Policy | Jul-20 | | Joanne Mead (Acting QCM) | | |
| EDP8 | Conflict of Interest Policy | Jul-20 | | Joanne Mead (Acting QCM) | | |
| EDP9 | Staff development Policy | Jul-20 | | Joanne Mead (Acting QCM) | | |
| EDP10 | policy for the assessment and recognistion of prior learning (APL/RPL | Jul-20 | | Joanne Mead (Acting QCM) | | |
| EDP11 | Additional Pay Policy | Jul-20 | | Joanne Mead (Acting QCM) | | |
| EDP12 | Class cancellation policy | Jul-20 | | Joanne Mead (Acting QCM) | | |
| EDP13 | Adult Safeguarding Policy (including Prevent) | Jul-20 | | Joanne Mead (Acting QCM) | | |
| EDP14 | Subcontracting Policy | Jul-20 | | Joanne Mead (Acting QCM) | | |
| | Policies | | | | | |
| ED1 | Short Breaks Statement | | | Priti Gaberria / Caroline Penfold | | |
| ED2 | Commissioning Plan for Education Provision | 2023 | | Pooneeta Mahadeo | | |
| ED3 | Scheme for Financing Schools | 31/03/2020 | | David Allen | | |
| ED4 | Havering Education Services Business Plan | | | Shola Omogbehin | | |
| ED5 | School Quality Assurance Framework | | | Susan Sutton | | |
| ED6 | Schools' Financial Regulations | | | David Allen | | |
| ED7 | Admissions Arrangements | | | Janet James | | |
| ED8 | Elective Home Education | | | Janet James | | |
| ED9 | In Year Fair Access | | | Janet James | | |
| ED10 | Managed Move | | | Janet James | | |
| ED11 | Re-Integration | | | Janet James | | |
| ED12 | Fixed Term & Permanent Exclusions Concordat | | | Janet James | | |
| ED13 | HES Commercial Strategy 2019-22 | | | Shola Omogbehin | | |
| ED14 | Autism Strategy | | | Caroline Penfold | External | |
| ED15 | High Needs Strategy | | 2019 | Caroline Penfold / Ian Elliott | External | |
| | Adult College | | | | | |
| ED18 | Complaints procedure | Jul-20 | | Joanne Mead (Acting QCM) | | |
| ED19 | Malpractice and Maladministration Procedure | Jul-20 | | Joanne Mead (Acting QCM) | | |
| | Strategies | | | | | |
| | Principal Social Worker - Kate Dempsey | | | | | |
| PSP1 | Social Work Supervision Policy and Guidance | | | Indeep Sethi | | |
| PSP2 | Induction policy | | | Kate Dempsey HSCA | Internal | |
| | Policies | | | | | |
| PS1 | Quality Assurance Framework | | | Kate Dempsey | | |
| PS2 | Safeguarding Children's Partnership Threshold and Assessment protocol | | | Martin Wallace | | |
| PS3 | Safeguarding Children's Partnership Business Plan | | | Martin Wallace | | |
| PS4 | Career Progression Framework | | | Kate Dempsey | | |
| PS5 | LADO Guidance | | | Kate Dempsey | Internal | |
| | Strategies | | | | | |

| | Name of Policy | Expiry / review Date | Last Refresh Date | Policy Owner | Internal / External | RAG Rating |
|---|---|---|---|---|---|---|
| Joint Commissioning Unit (JCU) - John Green | | | | | | |
| CJCUP1 | Travel Assistance Policy | Jul-20 | Mar-19 | Amy Reed/ Priti G | | |
| CJCUP2 | Personal Budget Policy - Childrens | Sep-20 | NEW | Suzanne West/ Priti G | External | |
| CJCUP3 | Short Breaks Statement | Mar-20 | Mar-19 | Rebecca Smith / Priti G | External | |
| CJCUP4 | Looked After Children's Savings Policy | Apr-20 | | Georgina Shapley/ Priti G | | |
| CJCUP5 | Direct Payments Policy for Children's | Sep-20 | NEW | Caroline Penfold / Priti Gaberria | External | |
| Policies | | | | | | |

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# Overview & Scrutiny Board
# 18 March 2020

| | |
|---|---|
| **Subject Heading:** | Overview & Scrutiny Board – Work Programme 2020/21 |
| Report Author | Richard Cursons<br>Democratic Services Officer<br>01708 432430<br>richard.cursons@onesource.co.uk |
| SLT Lead | John Jones<br>Interim Deputy Director – Legal & Governance |

### SUMMARY

Following the recent informal meeting of the Board where possible topics were discussed, Members are invited to formulate a work programme for the Board for the forthcoming municipal year.

### RECOMMENDATIONS

The Board to formulate a work programme for implementation in 2020/21

### IMPLICATIONS AND RISKS

**Financial implications and risks:** None of this covering report.

**Legal implications and risks:** None of this covering report.

**Human Resources implications and risks:** None of this covering report.

**Equalities implications and risks:** None of this covering report.

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