Public Document Pack

Havering
LONDON BOROUGH

LIBERTY

OVERVIEW & SCRUTINY BOARD AGENDA

7.30 pm	**Wednesday 19 August 2020**	**VIRTUAL MEETING**

Members 16: Quorum 6

COUNCILLORS:

Conservative Group (8)	**Residents' Group (2)**	**Upminster & Cranham Residents' Group (2)**
Philippa Crowder	Ray Morgon	Linda Hawthorn
Judith Holt	Barry Mugglestone	Christopher Wilkins
Sally Miller		
Robby Misir		
Dilip Patel		
Nisha Patel		
Christine Smith		
Michael White (Vice-Chair)		

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

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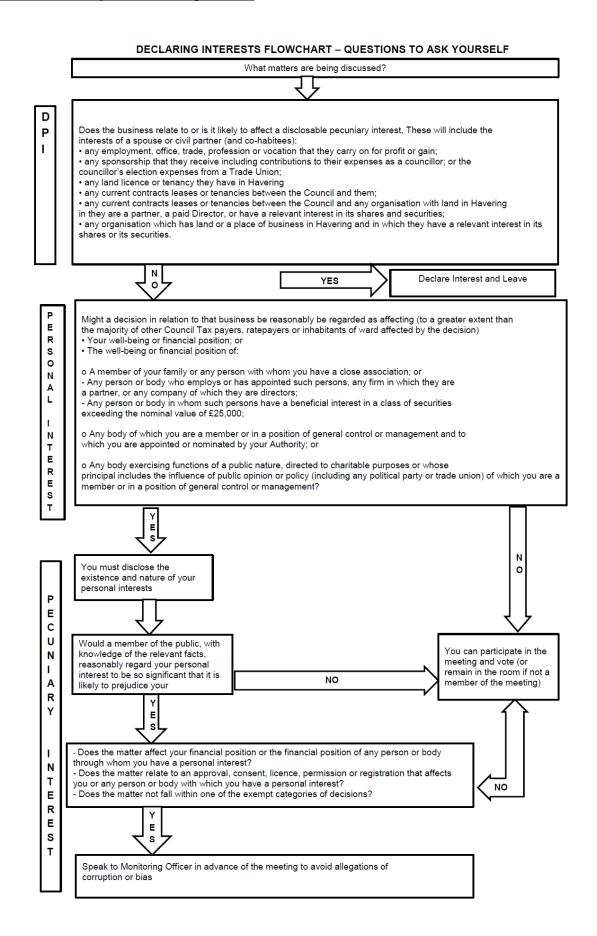The Board is politically balanced and includes among its membership the Chairmen of the six themed Overview and Scrutiny Sub-Committees.

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?

D P I

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

P E R S O N A L I N T E R E S T

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

P E C U N I A R Y I N T E R E S T

You must disclose the existence and nature of your personal interests

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   PROTOCOL ON THE OPERATION OF BOARD MEETINGS DURING THE COVID-19 PANDEMIC RESTRICTIONS (Pages 1 - 4)

3   APOLOGIES FOR ABSENCE AND ANNOUNCEMENT OF SUBSTITUTE MEMBERS

(if any) - receive.

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   MINUTES (Pages 5 - 10)

To approve as a correct record the minutes of the meeting of the Board held on 17 June 2020 and to authorise the Chairman to sign them.

6   POLICY & STRATEGY DEVELOPMENT FRAMEWORK (Pages 11 - 38)

Report and appendices attached

7   PRE-DECISION SCRUTINY PROTOCOL (Pages 39 - 44)

Report and appendix attached

8   FORWARD PLAN (Pages 45 - 56)

Report and appendix attached

9   OVERVIEW & SCRUTINY BOARD WORK PROGRAMME (Pages 57 - 62)

Report and appendix attached

Andrew Beesley
Head of Democratic Services

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LONDON BOROUGH OF HAVERING

PROTOCOL ON THE OPERATION OF OVERVIEW AND SCRUTINY BOARD MEEETINGS DURING THE COVID-19 PANDEMIC RESTRICTIONS

1. Introduction

In accordance with the Local Authority and Police Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panels Meetings (England and Wales) Regulations 2020, all Overview and Scrutiny Board Committee hearings held during the Covid-19 restrictions will take place using a 'virtual' format. This document aims to give details on how the meetings will take place and establish some rules of procedure to ensure that all parties find the meetings productive.

2. Prior to the Hearing

Once the date for a meeting has been set, an electronic appointment will be sent to all relevant parties. This will include a link to access the virtual meeting as well as guidance on the use of the technology involved.

3. Format

For the duration of the Covid-19 restrictions period, all Board meetings will be delivered through conference call, using Zoom software. This can be accessed using a PC, laptop or mobile/landline telephone etc. and the instructions sent with meeting appointments will cover how to do this.

4. Structure of the Meeting

Although held in a virtual format, Overview and Scrutiny Board Committee Meetings will follow the standard procedure with the following principal stages. Committee Members may ask questions of any party at any time. Questions are however, usually taken after each person has spoken.

- The Chairman's announcements, apologies and disclosures of Member interests will be dealt with.
- Consideration of reports as shown in the agenda papers. Officers will introduce the report, questions will be asked by Board Members and the report debated. The Board will make any decision that it wishes with regards to the report and/or make any recommendations for further action.
- The clerk will confirm the details of any decision made by the Board.

5.   Technology Issues

An agenda setting out the items for the meeting will be issued in advance, to all parties in accordance with statutory timetables. This will include details of reports to be considered and any other relevant documents. The agenda will also be published on the Council's website – www.havering.gov.uk in the normal way.

All parties should be aware that the sheer volume of virtual meetings now taking place across the country has placed considerable strain upon broadband network infrastructure. As a result, Zoom meetings may experience intermittent faults whereby participants lose contact for short periods of time before reconnecting to the call. The guidance below explains how the meeting is to be conducted, including advice on what to do if participants cannot hear the speaker and etiquette of participants during the call.

Members and the public will be encouraged to use any Zoom video conferencing facilities provided by the Council to attend a meeting remotely. If this is not possible, attendance may be through an audio link or by other electronic means.

Remote access for members of the public and Members who are not attending to participate in the meeting, together with access for the Press, will be provided via a webcast of the meeting at www.havering.gov.uk.

If the Chairman is made aware that the meeting is not accessible to the public through remote means, due to any technological or other failure of provision, then the Chair shall temporarily adjourn the meeting immediately. If the provision of access through remote means cannot be restored within a reasonable period, then the remaining business will be considered at a time and date fixed by the Chairman. If he or she does not fix a date, the remaining business will be considered at the next scheduled ordinary meeting of the Board.

6.   Management of Remote Meetings for Members

The Chairman will normally confirm at the outset and at any reconvening of an Overview and Scrutiny Board meeting that they can see and hear all participating members. Any Member participating remotely should also confirm at the outset and at any reconvening of the meeting that they can see and hear the proceedings and the other participants.

The attendance of Members at the meeting will be recorded by the Democratic Services Officer. The normal quorum requirements for meetings as set out in the Council's Constitution will also apply to a remote meeting.

If a connection to a Member is lost during a meeting of the Board, the Chair will stop the meeting to enable the connection to be restored. If the connection cannot be restored within a reasonable time, the meeting will proceed, but the Member who was disconnected will not be able to vote on the matter under discussion, as they would not have heard all the facts.

7.   Remote Attendance of the Public

Any member of the public participating in a meeting remotely in exercise of their right to speak at a Overview and Scrutiny Board or other meeting must meet the same criteria as

members of the Committee (outlined above) in terms of being able to access and, where permitted, speak at the meeting. The use of video conferencing technology for the meeting will facilitate this and guidance on how to access the meeting remotely will be supplied by the clerk.

8. Etiquette at the meeting

For some participants, this will be their first virtual meeting. In order to make the hearing productive for everyone, the following rules must be adhered to and etiquette observed:

- The meeting will be presided over by the Chairman who will invite participants to speak individually at appropriate points. All other participants will have their microphones muted by the Clerk until invited by the Chairman to speak;

- If invited to contribute, Members or other participants should make their statement, then wait until invited to speak again if required;

- If it is possible, participants should find a quiet location to participate in the Zoom meeting where they will not be disturbed as background noise can affect participants.

- The person speaking should not be spoken over or interrupted and other participants will normally be muted whilst someone is speaking. If there are intermittent technological faults during the meeting then the speaker will repeat from the point where the disruption started. Whilst intermittent disruption is frustrating, it is important that all participants remain professional and courteous.

9. Meeting Procedures

Democratic Services Officers will facilitate the meeting. Their role will be to control conferencing technology employed for remote access and attendance and to administer the public and Member interaction, engagement and connections on the instruction of the Chairman.

The Council has put in place a technological solution that will enable Members participating in meetings remotely to indicate their wish to speak via this solution.

The Chairman will follow the Overview and Scrutiny Procedure rules set out in the Council's Constitution when determining who may speak, as well as the order and priority of speakers and the content and length of speeches in the normal way.

The Chairman, at the beginning of the meeting, will make reference to the protocol for Member and public participation and the rules of debate. The Chairman's ruling during the debate will be final.

Members are asked to adhere to the following etiquette during remote attendance of the meeting:

- Committee Members are asked to join the meeting no later than fifteen minutes before the start to allow themselves and Democratic Services Officers the opportunity to test the equipment.

- Any camera (video-feed) should show a non-descript background or, where possible, a virtual background and Members should be careful to not allow exempt or confidential papers to be seen in the video-feed.

- Rather than raising one's hand or rising to be recognised or to speak, Members should avail themselves of the remote process for requesting to be heard and use the 'raise hand' function in the participants field.

- All participants should only speak when invited to by the Chair.

- Only one person may speak at any one time.

- When referring to a specific report, agenda page, or slide, participants should mention the report title, page number, or slide so that all members have a clear understanding of what is being discussed at all times

- Should any voting be required, the Chairman will ask Members to indicate their vote – either FOR, AGAINST or ABSTAIN, on the recommendations as shown in the report,once debate on an application has concluded.

- The Democratic Services Officer will clearly announce the result of the vote and the Chairman will then move on to the next agenda item.

Any Member participating in a remote meeting who declares a disclosable pecuniary interest, or other declarable interest, in any item of business that would normally require them to leave the room, must also leave the remote meeting. The Democratic Services Officer or meeting facilitator, will confirm the departure andwill also invite the relevant Member by link, email or telephone to re-join the meeting at the appropriate time, using the original meeting invitation,

10. After the Hearing - Public Access to Meeting Documentation following the meeting

Members of the public may access minutes, decision and other relevant documents through the Council's website. www.havering.gov.uk

For any further information on the meeting, please contact
richard.cursons@onesource.co.uk, tel: 01708 432430.

**MINUTES OF A VIRTUAL MEETING OF THE
OVERVIEW & SCRUTINY BOARD
Havering Town Hall, Main Road, Romford
17 June 2020 (7.30 - 9.00 pm)**

Present:

COUNCILLORS

Conservative Group	Philippa Crowder, Judith Holt, Robby Misir, Dilip Patel, Nisha Patel, Christine Smith and Maggie Themistocli (Vice-Chair)
Residents' Group	Stephanie Nunn
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)

An apology was received for the absence of Councillor Ray Morgon.

All decisions were taken with no votes against.

The Chairman reminded Members of the protocol for meetings held during the Covid-19 pandemic

1   **MINUTES**

The minutes of the meeting held on 6 February 2020 were agreed as a correct record and would be signed by the Chairman at a later date.

2   **PLAN FOR BRINGING EXISTING SERVICES BACK ON STREAM POST COVID-19 LOCKDOWN**

The report before Members detailed the Council's plans for bringing existing services back on stream post Covid-19 lockdown.

As the Council entered the recovery phase of the Covid-19 emergency, Government and Public Health England guidance on removing lockdown

restrictions and opening up work spaces required changes to the way the Council organised its services in order to maintain social distancing requirements, maintain infection control and thus reduce the number of new Covid-19 cases and deaths in the work-force and community at large.

Members were advised that there were three main impacts on the Council during the lockdown period. Firstly was the additional costs that the Council had incurred, secondly was the loss of revenue and lastly the distraction of officer dealing with Covid-19.

Following the announcement of the lockdown on 23 March the Council had acted swiftly on the guidance and closed offices across the borough allowing staff the opportunity to work from home. Smart working had been rolling out for some time and continued at a greater pace due to the lockdown. The smart working had allowed staff to be more productive than perhaps they had been before.

Even though lockdown had started easing the Council was still left with the issue of social distancing

All services had produced recovery plans and these were appended to the Cabinet report in appendix A.

A number of new services had been introduced and managed during the lockdown these included contacting vulnerable members of the public, food distribution and PPE procurement.

Members noted that there had recently been a staff survey carried out which had attracted a good response level.

Managers were carrying out risk assessments with staff to ascertain whether staff members had concerns regarding returning to the workplace due to such things as ethnicity or underlying health conditions.

Appendix B of the Cabinet report identified all the services that were coming back on line in the coming months.

In response to a question relating to staff's mental wellbeing, officers advised that 121s were continuing, there was also a cohort of staff that a number of staff had become mental wellbeing champions.

In response to question relating to staff carrying forward annual leave, officers responded that there had been a legislation change that allowed staff to carry forward ten days of leave over a two year period.

Officers confirmed that discussions had taken place in case of a second spike of Coivid-19. The Director of Public Health was continually monitoring the statistics both nationally and locally and an outbreak plan was being formulated.

In response to q question relating to the introduction of measures in schools, officers confirmed that it was ultimately the responsibility of the head teachers. The Council had supported them in implementing the Government guidance.

Members confirmed that after consideration of the report they were satisfied with the content and had no comments to pass on to the Executive.

3   **APRIL 2020 FINANCIAL MONITORING POSITION**

The report before Members set out the 2020/21 Period 1 (April) financial monitoring position. The report focused on the financial impact of the Covid-19 pandemic on Havering and the potential financial gap for 2020/21 to be funded from reserves.

The report included:
- A summary of the outturn for 2019/20
- Estimated financial impact of the pandemic on the Council for April 2020
- Government support provided to date and potential future commitments
- A financial projection setting out the potential impact on 2020/21

In February 2020 full Council agreed a balanced budget for 2020/21. The budget was set before the Covid-19 pandemic took hold in March and therefore was based on an assumption that the Council operations would be as in a normal year.

The budget included a package of £14.5m of savings which had been developed and reviewed throughout the budget process. This meant that a number of the savings proposals were already in place at the start of the year but the majority were based on assumed actions during the remainder of 2019/20 and during the course of 2020/21.

The budget also included a full appendix setting out the proposed fees and charges for the year and was set based on an assumption that this income would be received throughout 2020/21.

The budget setting process included the Council Tax resolution and agreement of Council Tax levels for the forthcoming year. In calculating the level of Council Tax required to balance the budget an assumption was made on Council Tax collection rates. Havering assumed a collection rate of 98.3% in its tax base used to calculate Council Tax yield.

Any lower than planned Council Tax or Business Rate yield would cause a deficit in the collection fund. In setting the 2021/22 Council budget the Council was required to estimate any deficits on the collection fund and to include funding to balance the fund. This would clearly be a significant issue

in setting the budget for next year unless the Government stepped in with further support.

The budget included a package of £14.5m of savings which had been developed and reviewed throughout the budget process. This meant that a number of the savings proposals were already in place at the start of the year but the majority were based on assumed actions during the remainder of 2019/20 and during the course of 2020/21.

Councils began experiencing costs and loss of income in relation to the Covid-19 pandemic during March. On 23 March the Prime Minister instructed the country to stay at home effectively stopping income streams for local authorities from that point onwards. The report highlighted the service areas that had been hit the hardest.

The Council had also started to experience costs directly relating to the pandemic in March. The Government issued its first support allocation to the Council in late March and as these costs were defined amounts a proportion of the grant was matched against these costs. The remaining grant was rolled forward to cover expenditure and income loss in 2020/21

The report also highlighted other areas of income loss and unplanned costs that had been incurred. The report also highlighted risk areas.

In response to a question regarding a possible review of office space requirement going forward and technology expenditure officers confirmed that both areas were being reviewed.

Officers also confirmed that the Council had received funding of £1million to assist with establishing the Government's test, track and trace system.

Officers confirmed that debt collection had been paused until the end of June. Debt collection would restart in July as it was important that debts were not allowed to escalate.

Members confirmed that after consideration of the report they were satisfied with the content and had no comments to pass on to the Executive.

Chairman

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Overview and Scrutiny Board
19 August 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]

SUMMARY

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.

RECOMMENDATIONS

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.

REPORT DETAIL

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	V1
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
09/01/2020	**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 |

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	→	Director / Assistant Director	→	**Examples** - Workforce Training & Development Strategy - Family Friendly Policy

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 / refresh Date	last Refresh Date	Policy Owner	Internal / External	RAG Rating
Business Management - Caroline May					
AP1	Residential Care Charging Policy	Apr-20		Adam Ferrand	External	
AP2	Non-Residential Care Charging Policy	Apr-20		Adam Ferrand	External	
AP3	Deferred Payment Policy	Apr-20		Adam Ferrand	External	
AP4	Complaints Policy & Procedure	Mar-20		Veronica Webb	External	
Policies					
A1	Burials Procedures for Adult Services	Feb-20	Feb-17	Ian Williams	Internal	
A2	Protection of property procedures for Adult Services	Feb-20	Feb-17	Ian Williams	Internal	
A3	Appointee and Deputyship Scheme Procedure Notes 2016	Jan-21	Jan-18	Ian Williams	Internal	
Strategies					
Integrated Services - Annette Kinsella					
AISP1	Private Housing Health Assistance Policy		May 2018/19	Alan Grierson	External	
AISP2	No Replies Protocol	20/11/2022	26/11/2019	Jackie Lawson	Internal	
AISP3	Medication Administration in LBH Adult Social Care Day Provision Policy	Nov-22	Jul-19	Andrew Sykes	Internal	
AISP4	Adult Social Care and Support Planning Policy	Mar-20		Alan Grierson	Internal	
Policies					
AIS1	Vision Strategy for Good Eye Care and Support	2020	2017	Andrew Sykes / Mike Brace	External	
AIS2	Extra Care Housing Strategy	2021	2011	Jack Ashdown	External	
Strategies					
Safeguarding - Lurleen Trumpet					
ASP1	Risk Assessment Policy	1st May 2022	11/11/2019	Lurleen Trumpet	Internal	
ASP2	DOLS Policy & Procedure	Oct-20	18/11/2019	Lurleen Trumpet	Internal	
Policies					
AS1	Self-Neglect and Hoarding Protocol	Mar-20	2016	Lurleen Trumpet	External	
AS2	Havering Safeguarding Adults Local Protocol	Jan-22	Dec-19	Lurleen Trumpet	External	
AS3	Safeguarding Adults Managing Safeguarding Concerns Toolkit /Havering Risk Assessment Tool	Jan-22	Dec-19	Lurleen Trumpet	External	
AS4	Assessing Mental Capacity Procedure	Oct-20	Nov-19	Lurleen Trumpet	Internal	
AS5	Havering Mental Capacity (Assessment) Toolkit	Jan-22	Aug-18	Lurleen Trumpet	Internal	
Strategies					
Principal Social Worker - Kate Dempsey					
APSP1	Retention of Records Policy	May-22	Nov-19	Kate Dempsey	Internal	
APSP2	Modern Slavery (and Human Trafficking) Policy/Strategy			Kate Dempsey	External	
APSP3	Havering Escalation Policy		Nov-19	Kate Dempsey	Internal	
APSP4	Effective Supervision in Adult Social Care Policy	Apr-22		Kate Dempsey	Internal	
Policies					
APS1	Case Recording Guidance			Paul Leagas	Internal	
APS2	Workforce Training and Development Strategy	2022		Rebecca Dunn	Internal	
APS3	Quality Assurance Framework		Mar-18	Paul Leagas	Internal	
APS4	Havering Safeguarding Adults Prevention Strategy		Sep-18	Martin Wallace	External	

	Name of Policy	Expiry / refresh Date	last Refresh Date	Policy Owner	Internal / External	RAG Rating
Strategies						
Joint Commissioning Unit (JCU) - John Green						
AJCUP1	Havering Independent Advocacy Policy	Jun-22	Jun-19	John Cassidy	Internal	
AJCUP2	LBH Direct Payments Policy Guidance	Jan-20	May-17	Olayinka Oko-Jaja/ Sam Saunders	External	
AJCUP3	Establishment concern / provider failure procedures	Jan-19		Ben Campbell	External	
AJCUP4	Market Position Statement	Mar-19		Paul Burgin/ Ben Campbell	External	
Policies						
AJCU1	Information and Advice Strategy		2016	Caroline May	External	
AJCU2	Joint Dementia Strategy	Jul-20	Jul-17	Jenny Gray	External	
AJCU3	Havering All Age Autism Strategy	Nov-22	NEW	Georgina Shapley	External	
AJCU4	Joint Havering Carers Strategy	Jun-19		Rebecca Amy-Smith	External	
AJCU5	Joint Commissioning Strategy	2020	Dec-17	John Green	External	
AJCU6	Direct Payments (Information Sheet) / Managing your own care with direct payments			Olayinka Oko-Jaja	External	
Strategies						

	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					
	Joint Commissioning Unit (JCU) - John Green					

	Name of Policy	Expiry / review Date	Last Refresh Date	Policy Owner	Internal / External	RAG Rating
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						

	Name of Policy	Expiry / Refresh Date	Last Refresh Date	Policy Owner	Internal / External	RAG Rating
Policy, Performance & Community - Sandy Hamberger
PPCP1	Consultation Policy	Oct-18		Cynthujaa Satchithananthan	Internal & External	
PPCP2	Emergency Planning and Business continuity Policy	Dec-20	2019	Trevor Meers	Internal	
Policies
PPC1	Corporate Plan	Feb-20	Feb-19	Sandy Hamberger	Internal & External	
PPC2	Medium Term Financial Strategy	Feb-20	Feb-19	Richard Tyler	Internal & External	
PPC3	Capital Strategy	Feb-20	Feb-19	Julie Oldale	Internal & External	
PPC4	Treasury Management Strategy	Feb-20	Feb-19	Stephen Wild	Internal & External	
PPC5	Corporate Performance Framework	Dec-17	Subsumed into BI Strategy	Louise Warner	Internal	
PPC6	Voluntary Sector Strategy	Apr-22	May-19	Jerry Haley	External	
PPC7	Business Intelligence Strategy	Sep-19		Louise Warner	External	
PPC8	Policy and Strategy Development Framework	Jan-21	NEW	Lucy Goodfellow	Internal	
PPC9	Major Emergency Plan	Jan-21	Jan-20	Trevor Meers	Internal	
PPC10	Corporate Business Continuity Plan	Mar-20		Trevor Meers	Internal	
PPC11	Employment & Skills Strategy	Jan-22	2019	Amanda Montegue	Internal & External	
PPC12	Community Cohesion Strategy 2018-2022	Apr-20	Oct-18	Vernal Scott	External	
PPC13	Financial Inclusion Strategy	Feb-21	Feb-19	Maddy Leathley / Phillipa Brent-Isherwood	External	
Strategies
Communications, Culture & Customer Access - Gareth Nicholson
CCCP1	Corporate Lettings Policy	Open ended		Gareth Nicholson	External	
Policies
CCC1	Customer Experience Strategy			Kevin Engstrom	External	
CCC2	Cultural Strategy	Dec-22		Guy Selfe / Gareth Nicholson	External	
CCC3	Arts Strategy	Jun-23		Guy Selfe	External	
CCC4	Sports and Physical Activity Strategy	Jun-23		Guy Selfe	Internal & External	
CCC5	Communications Strategy - Internal	Bi-annual	Annual	Marcus Chrysostomou / Communications	Internal	
CCC6	Communications Strategy - External	Bi-annual	Annual	Marcus Chrysostomou / Communications	External	
CCC7	Library Strategy	Dec-17		Alexis Wainwright	External	
Strategies
Transformation - Susie Faulkner
No strategies / policies as not a perm part of organisation.

	Name of Policy	Expiry / Refresh Date	Last Refresh Date	Policy Owner	Internal / External	RAG Rating
Housing - Patrick Odling-Smee						
HP1	Anti-Social Behaviour & Hate Crime Policy	Feb-18		Evonne Hudson		
HP2	Housing Allocations & Transfer Policy			Darren Alexander	External	(red)
HP3	Intermediate Housing Policy					
HP4	Tenancy Policy	Apr-22	Apr-19	Evonne Hudson	External	
HP5	Domestic Abuse Policy	Jan-18		Evonne Hudson/Darren Alexander	External	(red)
HP6	Decant & Possession Policy			Darren Alexander		
HP7	Tree Management Policy			Gary Mitchell		
HP8	Homeless Placements Policy	2020		Darren Alexander		(orange)
HP9	Income Management Policy			Evonne Hudson		
HP10	Rechargeable Repairs Policy			Evonne Hudon / Darren Alexander		
HP11	Succession and Assignment Policy			Evonne Hudoson		
HP12	Hostel Policy			Katri Wilson	Internal	
HP13	Private Housing Health Assistance Policy			Darren Alexander		
HP14	Rent Policy			Evonne Hudson		
HP15	Dementia Policy	Apr-20		Katri Wilson	Internal	(blue)
HP16	Keeping in Contact Policy	Apr-20		Katri Wilson	Internal	(blue)
HP17	Professional Boundaries Policy	Apr-20		Katri Wilson	Internal	(blue)
HP18	Risk Management Policy	Apr-20		Katri Wilson	Internal	(blue)
HP19	Child Protection Policy	Apr-20		Katri Wilson	Internal	(blue)
HP20	Safeguarding Vulnerable Adults Policy	Apr-20		Katri Wilson	Internal	(blue)
HP21	Hoarding Policy			Katri Wilson	Internal	(green)
HP22	Allocations Policy	TBC	Jul-16	Kwabena Obiri		
HP23	Regeneration - Payments	TBC	Sep-17	Joanne Rose		(orange)
HP24	Regeneration - Decant and Possession Policy	TBC	Sep-17	Joanne Rose		(orange)
HP25	Procurement Policy	NEW		TBD		
HP26	Tenancy - Abandonment Policy			Evonne Hudson		
HP27	Tenancy - Eviction Policy			Evonne Hudson		
HP28	Tenancy - Death of a Tenant (outside of succession) Policy			Evonne Hudson		
HP29	Tenancy - Fixed Term Tenancies Policy			Evonne Hudson		
HP30	Tenancy - Squatters Policy			Evonne Hudson		
HP31	Tenancy - Tenancy Changes policy			Evonne Hudson		
HP32	Tenancy - Termination of tenancies policy			Evonne Hudson		
HP33	Tenancy - Unauthorised occupiers policy			Evonne Hudson		
HP34	Tenancy - Unhygienic Properties policy			Evonne Hudson		
HP35	Homeownership - Buy Back policy			Evonne Hudson		
HP36	Homeownership - Forfeiture policy			Evonne Hudson		
HP37	Management Transfers policy			Darren Alexander		
HP38	Mutual Exchanges policy			Darren Alexander		
HP39	Lone Working policy			Katri Wilson		
HP40	Health & Safety in Supported Housing Policy			Katri Wilson		
HP41	Significant Incident Policy			Katri Wilson		
HP42	Homeownership - Shared Ownership Policy			Evonne Hudson		
Policies						
H1	Homeless Prevention and Rough Sleeper Strategy	2020	2015	Darren Alexander	External	(blue)
H2	Tenancy Strategy	Oct-17				(green)

	Name of Policy	Expiry / Refresh Date	Last Refresh Date	Policy Owner	Internal / External	RAG Rating
H3	Housing Strategy	End 2018	2017	TBA		
H4	HRA Asset Management Strategy	May-19		Gary Mitchell		
H5	Extra Care Housing Strategy					
H6	Social Value Strategy					
H7	Housing IT Strategy	Jan-20		David Clifton		
H8	Community Engagement Strategy			Evonne Hudson		
H9	Value for Money Strategy	Jan-20		Gary Mitchell		
H10	Lone Working Procedure			Katri Wilson		
H11	Significant Incident Procedure			Katri Wilson		
H12	Rough Sleeper Strategy	2020		Denise Reece / Darren Alexander		
H13	SHMA - Strategic Housing Market Assessment	2020	2016	Lauren Miller		
H14	Regeneration Local Lettings Plan	TBC	Seot 2017	Kwabena Obiri		
H15	Private Sector Lease Agreement		2014	TBD		
H16	Temporary Accommodation Procurement Strategy		2020	TBD		
H17	Temporary Accommodation Strategy	2020		Karen Reed		
H18	Private Sector Housing Strategy			Darren Alexander		
H19	Welfare reform & Universal Credit			Evonne Hudson		
H20	Housing IT Strategy			Gary Mitchell		
Strategies						

	Name of Policy	Expiry / Refresh Date	Last Refresh Date	Policy Owner	Internal / External Document	RAG Rating
Environment - Dipti Patel						
EP1	Highways Resurfacing Policy			Austen Gunn	External	
EP2	Discretion Policy for the Enforcement and Cancellation of Penalty Charge Notices	Dec-20	Dec-19	Jo Anne Green	Internal	green
EP3	PSPO Application Policy	No end date		Gurch Durhailay		
EP4	Enforcement Policy	Jun-20	NEW	Louise Watkinson	External	green
EP5	Sex Establishment Policy	Oct-20	28-Jan-15	Keith Bush	External	green
EP6	Public Protection Private Sector Housing Enforcement Policy	Apr-20	Jan-18	Sasha Taylor	External	green
EP7	Licensing Policy	Sep-20	Nov-15	Keith Bush	External	orange
EP8	Street Trading Policy	Mar-20	NEW	Keith Bush	External	green
EP9	Gambling Policy	Mar-20	Nov-15	Keith Bush	External	green
EP10	Anti-Social Behaviour Policy		2016	Rob Harper		red
Policies						
E1	Municipal Solid Waste Management Strategy	2021	Interim Document 2019	Jackie Ager	External	green
E2	Winter Service Highways Operation Plan		Nov-19	Spencer Thatcher-Gray		green
E3	Parking Strategy		Dec-18			green
E4	Highways Asset Management Plan	2018		Spencer Thatcher-Gray		red
E5	Parking operations Plan		Apr-19		External	
E6	Local Flood Risk Management Strategy	No Set Date		Chair of lead local flood authority (Dipti Patel)		orange
E7	Street party guidance	Feb-17				
E8	Highways Adoption & Commuted Sums			John Deasy		
E9	Street Lighting			David Parish		
E10	Nature Conservation and Biodiversity Strategy					
E11	Air quality Action Plan	Jun-23	13/06/2018	Marie-Claire Irvine	External	green
E12	Contaminated Land Inspection Strategy	Jan-21	02/06/2016	Christina Zervou	External	green
E13	Food & Feed Law Service Plan	Jun-20	21/11/2019	Andy Bourlet	External	green
E14	Health and Safety Enforcement Plan	Jun-20	21/11/2019	Tina Nelan	External	green
E15	Enforcement Strategy					
E16	Reducing Reoffending Strategy	Oct-20	Oct-16	Diane Egan	External	green
E17	Community Safety Plan	Mar-21		Diane Egan		green
E18	VAWG Strategy	Jul-21	Jul-19	Diane Egan	External	green
E19	Serious Group Violence and Knife Crime Strategy	Mar-21	Jul-19	Diane Egan	External	green
Strategies						
Planning - Helen Oakerbee						

	Name of Policy	Expiry / Refresh Date	Last Refresh Date	Policy Owner	Internal / External Document	RAG Rating
PP1	Havering Local Plan	Covers up to 2031	Mar-18	Martyn Thomas / Lauren Miller	External	
PP2	Statement of Community Involvement 2015	N/A	2015	Martyn Thomas / Lauren Miller	External	
PP3	Planning Enforcement Policy	N/A Policy doesn't have a current expiry/refresh date	Not known	David Colwill	External	
PP4	Street Naming and Numbering Policy	N/A Policy doesn't have a current expiry/refresh date	Not known	Hayley Ayris	External	
			Policies			
P1	Local Development Framework	2021	2008	Martyn Thomas / Lauren Miller	Internal & External	
P2	Local Implementation Plan	2041	Mar-19	Martyn Thomas / Daniel Douglas	External	
P3	Joint Waste Plan	2021	Feb-12	Martyn Thomas /	External	
			Strategies			
		Registration, Bereavement services - Louise Roast				
RBSP1	Memorial Safety Policy		Nov-19	Louise Roast		
			Policies			
			Strategies			

	Name of Policy	Expiry / Refresh Date	Last Refresh Date	Policy Owner	Internal / External	RAG Rating
Public Health - Mark Ansell					
Policies					
PH1	Drug and Alcohol Strategy		2019	Deborah Redknapp	External	
PH2	Obesity Strategy	2019		Nikita Sinclair	External	
PH3	Joint Health and Wellbeing Strategy			Mark Ansell	External	
PH4	JSNA	2021		Anthony Wakhisi	External	
PH5	Joint Suicide Prevention Strategy	2021		Elaine Greenway	External	
PH6	Teenage Pregnancy Strategy			Deborah Redknapp	External	
PH7	Tobacco Harm Reduction			Elaine Greenway	External	
Strategies					

	Name of Policy	Expiry / Refresh Date	Last Refresh Date	Policy Owner	Internal / External	RAG Rating
Development						
Policies						
D1	Rainham & Beam Park Masterplan and Strategy	2021	Feb-16	Harry Scarff	External	
D2	Green Infrastructure Strategy	Mar-21			External	
D3	Havering Network Management Strategy	2016			External	
D4	Havering Local Plan	2031		Martyn Thomas	External	
D5	Inclusive growth Strategy	2022	Jan-20	Howard Swift	External	
D6	Social Value Strategy	2022	Aug-19	Howard Swift	External	
D7	Romford Masterplan Development			Mark Hopson	External	
Strategies						

	Name of Policy	Expiry / Refresh Date	Last Refresh Date	Policy Owner	Internal / External	RAG Rating
Human Resources & Organisational Development - Ben Plant					
HRP1	Employee Code of Conduct	x	Jun-18	Ben Plant	Internal	
HRP2	Disciplinary Policy	May-19	May-18	Ben Plant	Internal	
HRP3	Domestic Violence Policy	Currently under review		Ben Plant	Internal	
HRP4	Alcohol, Drugs and Substance Misuse Policy	April 2013 or as required by changes in legislation	Apr-11	Ben Plant	Internal	
HRP5	Employee Assault Policy	X	Apr-16	Ben Plant	Internal	
HRP6	Equality in Employment Policy	Dec-13	Dec-11	Ben Plant	Internal	
HRP7	Equality in Service Provision Policy	X	Jan-16	Ben Plant	Internal	
HRP8	Family Friendly Policy		Oct-11	Ben Plant	Internal	
HRP9	Flexible working Hours Policy	Mar-17	Apr-16	Ben Plant	Internal	
HRP10	Flexible working Location Policy	April 2013 or as required by changes in legislation	Apr-12	Ben Plant	Internal	
HRP11	Grievance Policy	May 2019 or as required by changes in legislation	May-18	Ben Plant	Internal	
HRP12	Harassment and Bullying Policy	September 2011 as required by changes in legislation	Sep-09	Ben Plant	Internal	
HRP13	Intermediaries Legislation (IR35) Policy	X	May-19	Ben Plant	Internal	
HRP14	Job Evaluation Policy	Jun-18	Jan-18	Ben Plant	Internal	
HRP15	Leave Policy	October 2012 or as required by changes in legislation	Oct-11	Ben Plant	Internal	
HRP16	Managing Sickness Absence Policy & Procedure	January 2019 or as required by changes in legislation	Jan-18	Ben Plant	Internal	
HRP17	Organisational change and redundancy Policy	Jul-16	Jul-15	Ben Plant	Internal	
HRP18	Performance Improvement Policy	April 2012 or as required by changes in legislation	Apr-11	Ben Plant	Internal	
HRP19	Probation Policy	March 2012 or as required by changes in legislation	Apr-11	Ben Plant	Internal	
HRP20	Recruitment and Selection Policy	2012 or as required by changes in legislation	Mar-11	Ben Plant	Internal	
HRP21	Relocation and Removal Expenses Policy	X	Jul-17	Ben Plant	Internal	
HRP22	Secondment Policy	September 2013 or as required by changes in legislation	Sep-12	Ben Plant	Internal	
HRP23	Shared Parental leave Policy	X	Apr-16	Ben Plant	Internal	
HRP24	Smart working Policy		NEW	Ben Plant	Internal	
HRP25	Vehicle usage Policy	Aug-15	Feb-15	Ben Plant	Internal	
HRP26	Whistle-blowing Policy	X		Ben Plant	Internal	
HRP27	Workplace Smoking Policy	Nov-15	May-16	Ben Plant	Internal	
Policies					
HR1	Flexible Retirement Policy Guidance		Sep-09	Ben Plant	Internal	
HR3	General Declaration of Interest		May-16	Ben Plant	Internal	
HR4	Hospitality and Gifts		Sep-19	Ben Plant	Internal	
HR5	Routes to Recruitment and Resourcing		Jun-18	Ben Plant	Internal	
HR6	Apprenticeship Framework		Nov-19	Ben Plant	Internal	
HR7	People Strategy		Nov-19	Ben Plant	Internal	
HR8	Smart working Policy			Ben Plant	Internal	
Strategies					
Exchequer & Transactional Services - Sarah Bryant					
EXP1	Council Tax Reduction Policy	Mar-20	Mar-19	Sarah Bryant	External	
EXP2	Council Tax Recovery Policy	Jul-21	Jul-19	Sarah Bryant	External	

	Name of Policy	Expiry / Refresh Date	Last Refresh Date	Policy Owner	Internal / External	RAG Rating
EXP3	Overpayment Recovery Policy	Sep-21	Sep-19	Sarah Bryant	External	
EXP4	Write off Policy	Sep-21	Sep-19	Sarah Bryant	External	
EXP5	Income Collection Policy	Sep-20	Sep-19	Sarah Bryant	External	
	Policies					
EX1	Council Tax Support Scheme	Jul-20	Jul-19	Sarah Bryant	External	
EX2	Emergency Assistance Scheme	Jul-21	Jul-19	Sarah Bryant	External	
	Strategies					
	Asset Management Services - Mark Butler					
AMP1	Allocating Casuals Pitches	Mar-21		John David Walsh	Internal & External	
AMP2	Month End Reporting	Mar-21		John David Walsh	External	
AMP3	Licensing Permanent Traders	Mar-21		John David Walsh	Internal & External	
AMP4	Christmas Additional Days	Mar-21		John David Walsh	Internal	
AMP5	Flag Flying Policy	N/A		Ivano Spiteri	Internal & External	
AMP6	Energy Management Policy for LBH and LBN	N/A		Ivano Spiteri	Internal	
AMP7	Management of Work-Related Stress		Mar-14	Sue Wilks	Internal	
AMP8	Asbestos Management Policy		Apr-17	Sue Wilks	Internal	
AMP9	Personal Protective Equipment Policy		May-17	Sue Wilks	Internal	
	Policies					
AM1	New and Expectant Mothers Code of Practice		Mar-17	Sue Wilks	Internal	
AM2	Lone Working & Violence		Sep-10	Sue Wilks	Internal	
AM3	First Aid Provisions		May-13	Sue Wilks	Internal	
AM4	Asset Management Strategy	N/A		Mark Butler	Internal	
	Strategies					
	ICT Services - Priya Javeri					
	Policies					
ICT1	Havering Digital Strategy		Jan-19	Priya Javeri	Internal	
ICT2	Information and Communication Technology Strategy	2021	Jan-19	Priya Javeri	Internal	
	Strategies					
	Legal & Governance - Daniel Fenwick					
LGP1	Letting of Council Premises			Andrew Beesley		
LGP2	Member Code of Conduct			John William Jones	Internal & External	
LGP3	Flag Flying	N/A		Andrew Beesley / Gareth Nicholson	Internal & External	
LGP4	Member IT Usage Protocol		Jul-18	Andrew Beesley	Internal	
LGP5	Social media Protocol for Members		2018	Andrew Beesley	Internal	
	Policies					
	Finance - Dave McNamara					

Havering
LONDON BOROUGH

Overview & Scrutiny Board
19 August 2020

Subject Heading:	**Adoption of protocol for pre-decision scrutiny**
SLT Lead:	**Andrew Blake-Herbert** **Chief Executive**
Report Author and contact details:	Andrew Beesley Head of Democratic Services Andrew.beesley@onesource.co.uk 01708 432437
Policy context:	Overview & Scrutiny
Financial summary:	There are no significant financial implications.

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

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

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SUMMARY

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In response to the COVID-19 outbreak, all committee meetings, including overview & scrutiny, were suspended in Havering until the end of May 2020. With the support of Group Leaders, a phased return of virtual committee meetings occured with Overview & Scrutiny Board meeting monthly prior to the scheduled return of meetings from September 2020.

The purpose of this report is to demonstrate how o&s can support the Council's transition from lockdown through an emphasis on pre-scrutiny of forthcoming executive decisions. To facilitate, a pre-scrutiny protocol is proposed for adoption.

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RECOMMENDATIONS

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That the Overview & Scrutiny Board adopt the Protocol on Pre-Decision Scrutiny attached at Appendix A.

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REPORT DETAIL

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In response to the COVID-19 outbreak, Havering suspended all Council, Cabinet and committee meetings until the end of May 2020. A phased re-introduction of virtual meetings followed thereafter with Overview & Scrutiny Board leading the Council's overview & scrutiny obligations with the wider set of scrutiny committees returning over the summer months.

Overview and scrutiny has the potential to play a significant role in assisting in the Council's recovery from the pandemic in the months ahead and to provide a critical friend in identifying areas for improvement should there be further spikes in the virus which require additional periods of lockdown.

Alongside post-scrutiny call-in, pre-decision scrutiny provides the opportunity for backbench members to undertake the checks and balances of impending key executive decisions. By challenging assumptions and assessing what risks might arise from the implementation of a decision, Scrutiny provides the opportunity to influence and improve decisions before they are finalised and actively contributes towards the development of future policy and changes to key service provision.

In addition, it helps to develop a positive working relationship between O&S and the Executive and recognises the contribution o&s can make towards the running of the Council. Indeed, in recent weeks the Leader of the Council has encouraged O&S to scrutinise a number of forthcoming key decisions. Where such requests are received, the Chairman of O&S Board will liaise with members to determine whether pre-decision scrutiny should be undertaken.

Pre-decision scrutiny should feature as part of O&S Board's work programme with regular monitoring of the forthcoming decisions of the Leader's Forward Plan of key decisions. A copy of the most recent Forward Plan is referenced elsewhere on the agenda. The Council is required to give 28 days' notice of a planned key executive decision.

Similarly to arrangements for the administration of call-in, responsibility for considering requests for pre-decision scrutiny rests with O&S Board.

Historically, there has been an absence of engagement in pre-decision scrutiny with post-scrutiny call-in being the option of choice. To build upon recent discussions aimed at promoting pre-decision scrutiny and to provide guidance to Members and facilitate its

introduction, a draft protocol has been produced for consideration which is attached to this report.

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IMPLICATIONS AND RISKS

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Legal Implications and Risks

It is a matter for overview & scrutiny to determine how it wishes to conduct pre-decision scrutiny. The proposed protocol complements guidance which has been issued under section 9Q of the Local Government Act 2000 and under paragraph 2(9) of Schedule 5A to the Local Democracy, Economic Development and Construction Act 2009.

Finance Implications and Risks – None

HR Implications and Risks – None

Equalities Implications and Risks - None

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BACKGROUND PAPERS

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None

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Overview & Scrutiny Protocol – Pre-decision Scrutiny

WHAT IS PRE-DECISION SCRUTINY?

Cabinet and Overview and Scrutiny recognise that in order for effective scrutiny to happen they need to work together for the benefit of the Council and to improve decision-making.

The Council is required to give 28 days' notice of a planned key decision. The decisions are brought to scrutiny as drafts of the final cabinet or delegated decision report.

The range of possible outcomes may include support for a decision, a different view on the way forward, the flagging up of concerns (e.g. in relation to the consultation process), or a recommendation that the decision should be deferred pending further work etc. It does not mean that decisions will necessarily be changed or withdrawn, however it gives an opportunity for those decisions to be more informed. Pre-decision scrutiny can be viewed as non-Executive Members performing a 'critical friend' role in relation to the Executive.

Overall, pre-decision scrutiny can help the decision-making process by:

Providing an impartial perspective – scrutiny can gather its own evidence to contribute towards the decision-making process, and consult those directly affected by the decision impartially and independently.

Challenging assumptions and making evidence-gathering more robust – scrutiny can look at projections relating to the impact of the decision – financial, social, economic, environmental – and consider whether those projections and assumptions are justified.

Developing realistic plans and targets – scrutiny can help to develop challenging but realistic targets that will be impartial and focused on outcomes rather than outputs.

Securing ownership and buy-in to the final decision – engaging with scrutiny will help the executive to understand the expectations of the wider group of elected councillors and, by extension, the public.

WHAT PRE-DECISION SCRUTINY IS NOT

Pre-decision scrutiny does not replace decision-making. It is not intended to blur the lines of accountability, which will always rest with the Executive.

Pre-decision scrutiny is not the same as general service or policy development / formulation. Separate to pre-decision scrutiny there are occasions where scrutiny is already involved at an earlier point in the development of policy or service proposals.

WHY IS A PROTOCOL NEEDED?

The aim of this protocol is to set out an agreed way of working with the Cabinet, in line with the Council's Constitution, to facilitate the proper role of Overview and Scrutiny in respect of pre-decision scrutiny.

Protocol for pre-decision scrutiny of Forward Plan items

1. Overview and Scrutiny Board will monitor and review the Council's Forward Plan of forthcoming key decisions (as standing items on agenda) to determine which items they would like an input into before decisions are made by the Cabinet or the individual decision maker with delegated responsibility.

2. It is permissible for the Leader or individual Cabinet Members to suggest topics for pre-decision scrutiny however the decision to accept rests with the Board. The request, stating reasons, will be made in writing to the Chairman of the Board. The clerk of the O&S Board will write to Members giving up to 5 working days for the suggestion to be accepted onto the agenda for the next scheduled meeting. A majority of Members from the committee is required to achieve this. In the event of a tie, the Chairman will have a second and casting vote. That a suggestion is rejected does not prevent the use of call-in at a later date. The matter will progress for consideration by Cabinet or delegated decision maker and be available for call-in subject to any exemption.

3. Where pre-decision scrutiny of a forthcoming key decision is requested by the Overview & Scrutiny Board, a draft copy of the Cabinet report or Executive Decision will be provided. Where necessary, an extraordinary meeting of Board or committee will be convened in accordance with procedure rules.

4. The relevant Cabinet Member, Director, Assistant Director and/or appropriate officer(s) will attend the Overview and Scrutiny meeting to present the draft report and answer any questions posed by members of the committee.

5. The Overview and Scrutiny Board discusses the report and identifies any points it would like addressed in the final report to be presented before Cabinet or the individual decision maker with delegated responsibility; this could include any alternative recommendations which the Board consider necessary.

6. Unless the proposal is different from that which the decision-maker is subsequently required to consider, the pre-decision scrutiny of the subject prevents the opportunity for call-in once the decision is made by the Cabinet or the individual decision maker with delegated responsibility.

Overview & Scrutiny Board
19 August 2020

Subject Heading: Statutory Forward Plan

Report Author   Richard Cursons
Democratic Services Officer
01708 432430
richard.cursons@onesource.co.uk

SUMMARY

A copy of the printed Forward Plan is attached for information. However, the online detailed Plan is available here:
https://democracy.havering.gov.uk/mgListPlanItems.aspx?PlanId=243&RP=153

Matters can be added as forthcoming decisions at any time and you can keep up with upcoming decisions using this link:

https://democracy.havering.gov.uk/mgWhatsNew.aspx?bcr=1

RECOMMENDATIONS

The Board is requested to consider the Statutory Forward Plan.

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.

LONDON BOROUGH OF HAVERING - PUBLICITY IN CONNECTION WITH KEY DECISIONS INTENDED TO BE TAKEN

Where the Leader of the Council, the Cabinet, an individual Cabinet Member or an Officer intend to make a key decision, the Council is required to give a minimum of 28 clear days public notice.

The Council's Constitution, in accordance with the relevant legislation, defines a key decision an Executive decision which is likely

(i) to result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates. For this purpose, "significant"" is defined as expenditure or savings

(a) In excess of £500,000

(b) In excess of 10% of the gross controllable composite budget at Head of Service/ Assistant Chief Executive level (subject to a minimum value of £250,000)

whether relating to revenue expenditure/savings or capital expenditure

(ii) to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the Council.

Private meetings

A decision-making body may only hold a meeting in private if a minimum of 28 clear days public notice has been given.

As it is probable that some of the business at any of the meetings listed above that have yet to be held will include some business that will need to be transacted in private, notice is hereby given that it may be necessary to exclude the press and public from part of each meeting listed, due to the likelihood that, if members of the press or public were present during an item of business, confidential or exempt information would be disclosed to them.

A statement of reasons for the meeting to be held in private will given in each case with reference to the definitions of confidential and exempt information below will be published at least 5 clear days before a private meeting and available for inspection on the Council's website.

A 'private meeting' means a meeting or part of a meeting of a decision making body which is open to the public except to the extent that the public are excluded due to the confidential or exempt business to be transacted.

'Confidential information' means information provided to the Council by a Government Department on terms (however expressed) which forbid the disclosure of the information to the public or information the disclosure of which to the public is prohibited by or under any enactment of a court.

'Exempt information' comprises the descriptions of information specified in Paragraphs 1-7 of Part 1 of Schedule 12A to the Local Government Act 1972 as follows:

1.   Information relating to any individual.
2.   Information which is likely to reveal the identity of an individual.
3.   Information relating to the financial or business affairs of any particular person (including the authority holding that information)
4.   Information relating to any consultations or negotiations or contemplated consultations or negotiations in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or holders under, the authority.
5.   Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6.   Information which reveals that the authority proposes – (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or (b) to make an order or direction under any enactment.
7.   Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

Information falling within the above categories is exempt information if and so long as in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

If you wish to make any representations as to why the proposed private meeting should be held in public please write to contact the Proper Officer who is Andrew Beesley, Committee Administration Manager, Town Hall, Main Road, Romford. RM1 3BD, or email andrew.beesley@onesource.co.uk

	What is being decided?	Who is taking the decision?	When will the decision be made? *	Who will be consulted, and how will consultation take place?	How can comments be made on the decision before it is taken, when by and to whom (e-mail addresses)? Please see bottom of the Internet 'Council and Democracy' page for addresses.	What documents or other information will be available
Page 48	Authorisation to award a contract to Breyer Group PLC for roof replacements at Branfil Primary School, Clockhouse Primary School, Engayne Primary School, Harold Court Primary School, Hilldene Primary School, James Oglethorpe Primary, Parsonage Farm P	Director of Children's Services	August	All relevant Schools, members, officers and business partners will be consulted.	Ian Saxby\n\nian.saxby@onesource.co.uk	Document To Follow
	Window Replacement and Ancillary Works at Dryden and Kipling Towers\nThe Director will be asked to award the contract for the window replacement and ancillary works at Kipling and Dryden Towers, housing blocks in Havering.	Director of Housing	Not before August	All relevant Members, officers and business partners will be consulted.	Ade Oshinmi\n\nade.ashinmi@havering.gov.uk	Document To Follow
	Approval to enter into Call-Off Contract from the Procurement Across London (PAL) Framework Agreement for the	Cabinet Member for Education, Children & Families	August	All relevant members, officers and business partners have been consulted. The Chair of	Trevor Cook\nAssistant Director for Education Services\ntrevor.cook@havering.gov.uk	23.06.20 Call Off key ED Supply and Delivery of Fresh and frozen

	What is being decided?	Who is taking the decision?	When will the decision be made? ✱	Who will be consulted, and how will consultation take place?	How can comments be made on the decision before it is taken, when by and to whom (e-mail addresses)? Please see bottom of the Internet 'Council and Democracy' page for addresses.	What documents or other information will be available
Page 49	Supply of Fresh Fruit and Vegetables. Approval to enter into a Call off contract for the supply to Havering Schools for the supply of fresh and frozen meat and poultry for the school catering services.			Overview and Scrutiny Board will be informed.		meat and Poultry
	Out of Hours Service- Contract Award A decision on whether to award a contract	Cabinet Member for Housing	Not before August		Neil Bartle neil.bartle@havering.gov.uk	Document To Follow
	Direct Award to Capita PLC for the Revenues and Benefits system. The Director ewill be asked to make a direct contract award.	Managing Director oneSource	August	All relevant Members, officers and Business partners will be consulted.	Chris Henry chris.henry@havering.gov.uk	Document To Follow
	Approval of Phase Viability Plan (PVP) Residual land To approve the Phase Viability Plan (PVP) in relation to the residual land in respect of the Napier and New Plymouth	Director of Regeneration Programme Delivery	September	All relevant members, officers and business partners will be consulted.		Document To Follow

3

	What is being decided?	Who is taking the decision?	When will the decision be made? *	Who will be consulted, and how will consultation take place?	How can comments be made on the decision before it is taken, when by and to whom (e-mail addresses)? Please see bottom of the Internet 'Council and Democracy' page for addresses.	What documents or other information will be available
	Site. This will take account the revised Business Plan taking into account the Council acquiring 197 units.					
Page 50	Moving Traffic Contraventions (MTC) relocation of Enforcement Cameras The Cabinet Lead member will be asked to review existing camera locations and to approve deployment of new moveable attended/unattended cameras.	Cabinet Member for Environment	Not before September	All relevant Members, officers and business partners will be consulted.	Gurch Durhailay gurch.durhailay@havering.gov.uk	Document To Follow
	Bridge Close Regeneration LLP Business Plan 2020 to 2021 Cabinet will be asked to approve the Bridge Close Regeneration LLP Business Plan 2020 to 2021	Cabinet	September	All relevant members, officers, business partners and stakeholders will be consulted.	Nick Gyring-Neilsen nick.gyring-nielsen@havering.gov.uk	
	Parks Byelaws Cabinet will be asked to agree the content of the amended	Cabinet	September		James Rose james.rose@havering.gov.uk	

	What is being decided?	Who is taking the decision?	When will the decision be made? *	Who will be consulted, and how will consultation take place?	How can comments be made on the decision before it is taken, when by and to whom (e-mail addresses)? Please see bottom of the Internet 'Council and Democracy' page for addresses.	What documents or other information will be available
	byelaws and submit an application to the DCLG.					
Page 51	Asset Management Strategy and Plan 2019-2022 Cabinet will be asked to approve the Council's Asset Management Strategy and Plan 2018-2022.	Cabinet	September	All relevant members, officers and business partners will be consulted.	Sarah Chaudrhy Asset Managment Director sara.chaudrhy@onesource.co.uk	Document To Follow
	Inclusive Growth Strategy Cabinet is asked to endorse the Inclusive Growth Strategy to guide the delivery of future plans for economic development and regeneration through the delivery of homes, jobs and investment in Havering for the benefit of our entire community. It is further asked to accept the Inclusive Growth Implementation Plan comprising indicative projects and workstreams acknowledging that further	Cabinet	September		Howard Swift howard.swift@havering.gov.uk	

	What is being decided?	Who is taking the decision?	When will the decision be made? ★	Who will be consulted, and how will consultation take place?	How can comments be made on the decision before it is taken, when by and to whom (e-mail addresses)? Please see bottom of the Internet 'Council and Democracy' page for addresses.	What documents or other information will be available
	approvals might be required to be sought					
	East Havering Opportunity Cabinet will be asked to give approval to proceed	Cabinet	September	All relevant members, officers and business partners will be consulted.	Neil Stubbings Regeneration Programme Director neil.stubbings@havering.gov.uk	
	Bridge Close Regeneration - making of the Compulsory Purchase Order Cabinet will be asked to approve the making of the Bridge Close Regeneration Compulsory Purchase Order (CPO).	Cabinet	September	All relevant Members, officers, business partners and stakeholders will be consulted.	Nick Gyring-Neilsen nick.gyring-nielsen@havering.gov.uk	
	Corporate Plan Cabinet will be asked to approve the new Corporate Plan from 1st April 2020.	Cabinet	September	All relevant Members, officers and business partners will be consulted.	Sandy Hamberger sandy.hamberger@onesource.co.uk	Document To Follow
	Private Sector Housing Enforcement Scheme Two. Expand Additional Licensing for Housing of Multiple	Cabinet	September	All relevant Members, officers and business partners will be consulted.	Councillor Jan Sargent CouncillorJan.Sargent@havering.gov.uk	Document To Follow

	What is being decided?	Who is taking the decision?	When will the decision be made? *	Who will be consulted, and how will consultation take place?	How can comments be made on the decision before it is taken, when by and to whom (e-mail addresses)? Please see bottom of the Internet 'Council and Democracy' page for addresses.	What documents or other information will be available
Page 53	Occupation and Introduce Selective Licensing Implementation and Enforcement The Leader of the Council will be asked to approve whether the service should implement and enforce further extension of landlord licensing across the Borough to have additional licensing Borough wide and Selective licensing in Brooklands and Romford Town.					
	Homeless Prevention and Rough Sleeper Strategy 2020-2025 Cabinet will be asked to approve the Homeless Prevention and Rough Sleeper Strategy for implementation.	Cabinet	September	All relevant Members, officers and business partners will be consulted.	Darren Alexander Assistant Director of Housing Demand Darren.Alexander@havering.gov.uk	Document To Follow
	Agreement of Aims and Objectives of East London Joint Resources and Waste	Cabinet	September		Jacki Ager jacki.ager@havering.gov.uk	

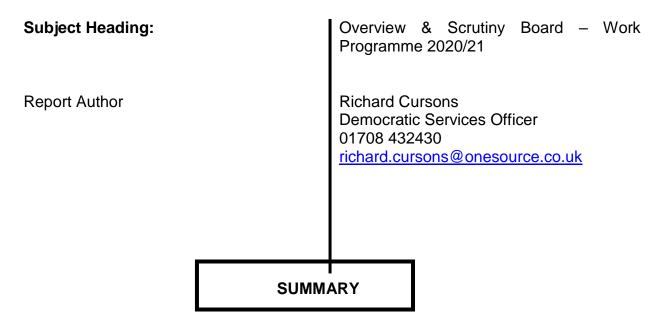|	What is being decided?	Who is taking the decision?	When will the decision be made? ∗	Who will be consulted, and how will consultation take place?	How can comments be made on the decision before it is taken, when by and to whom (e-mail addresses)? Please see bottom of the Internet 'Council and Democracy' page for addresses.	What documents or other information will be available
	Strategy Cabinet will be asked to agree the aims and objectives of the East London Joint Resources and Waste Strategy, as proposed by the East London Waste Authority.					
	Parks Strategy 2020 to 2030 Cabinet will be asked to agree the Parks Strategy.	Cabinet	Not before September	All relevant members, officers and business partners will be consulted.	James Rose james.rose@havering.gov.uk	
	Corporate Parenting Strategy Cabinet will be asked to approve the Havering Corporate Parenting Strategy 2020-2023.	Cabinet	September	All relevant members, officers and business partners together with the Children in Care Council, will be consulted in relation to this decision.		Document To Follow
	Bretons Phase II Masterplan Cabinet to agree the Bretons Phase II Masterplan and progress Phase 1 of the Masterplan.	Cabinet	September	All relevant members, officers and business partners will be consulted. Consultation with Bretons User Groups, the Football Association and the Football Foundation has already	Guy Selfe Health and Wellbeing Manager guy.selfe@havering.gov.uk	Document To Follow

LONDON BOROUGH OF HAVERING
PUBLICITY IN CONNECTION WITH KEY DECISIONS INTENDED TO BE TAKEN

	What is being decided?	Who is taking the decision?	When will the decision be made? *	Who will be consulted, and how will consultation take place?	How can comments be made on the decision before it is taken, when by and to whom (e-mail addresses)? Please see bottom of the Internet 'Council and Democracy' page for addresses.	What documents or other information will be available
				taken place.		

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Havering
LONDON BOROUGH

Overview & Scrutiny Board
19 August 2020

Subject Heading: Overview & Scrutiny Board – Work Programme 2020/21

Report Author   Richard Cursons
Democratic Services Officer
01708 432430
richard.cursons@onesource.co.uk

SUMMARY

Attached is a draft work programme for the Overview & Scrutiny Board.

RECOMMENDATIONS

The Board is requested to consider the draft programme and provide comments to the determine the Board's work programme going forward

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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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Overview and Scrutiny Board Work Programme 2020-21

ITEM	SUBJECT	SCHEDULE OF MEETINGS DATES				
'single' committee items		June 2020	July 2020	August 2020	September 2020	tbc 2020-21
COVID recovery	Plan for bringing existing services back on stream post Covid-19 lockdown	X				
Financial Monitoring	April 2020 Financial Monitoring Position	X				
Covid-19 Outbreak Management Plan	Report detailing the Council's Covid-19 Outbreak Management Plan		X			
Smart Working Programme	Presentation setting out the Smart Working at Home programme		X			
Pre-decision Scrutiny	Remodelling of oneSource Services: New arrangements for the Finance function for Havering		X			
Pre-decision Scrutiny	Authorisation to award a contract for the extension of Upminster cemetery phases 2&3		X			
Pre-decision Scrutiny	To agree a protocol on					

Protocol	how pre-decision scrutiny is to be conducted			X		
Policy and Strategy Development Framework	To receive a report on the Council's Policy and Strategy Development Framework					
The Council's Forward Plan	Standing item to review entries to the Council's Forward Plan			X	x	
O&S Board Work Programme	Standing item to review the Board's forward work programme			X	x	
				X		
TOPIC GROUPS						
To strengthen the Councils Covid-19 Pandemic Command Response (Cllr Darvill) Morgon, Hawthorn and Smith		Tbc				
To strengthen the Councils Covid-19 Pandemic Multi-Agency Partner working		Tbc				

Approach (Cllr White) Miller and Wise		
Debt Recovery (Cllr Williamson)		Tbc

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