



# Havering

L O N D O N   B O R O U G H

## OVERVIEW & SCRUTINY BOARD AGENDA

<b>7.30 pm</b>	<b>Wednesday 10 March 2021</b>	<b>Havering Town Hall, Main Road, Romford</b>
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Members 16: Quorum 6

### COUNCILLORS:

#### **Conservative Group (8)**

Ray Best  
Philippa Crowder  
Judith Holt  
Sally Miller BCAC  
Nisha Patel  
Christine Smith  
Maggie Themistocli  
Michael White (Vice-Chair)

#### **Residents' Group (2)**

Ray Morgon  
Barry Mugglestone

#### **Upminster & Cranham Residents' Group (2)**

Linda Hawthorn  
Christopher Wilkins

#### **Independent Residents' Group (2)**

Natasha Summers  
Graham Williamson

#### **Labour Group (1)**

Keith Darvill

#### **North Havering Residents Group (1)**

Darren Wise (Chairman)

**For information about the meeting please contact:  
Anthony Clements 01708 433065  
[anthony.clements@onesource.co.uk](mailto:anthony.clements@onesource.co.uk)**

## **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



## **AGENDA ITEMS**

### **1 CHAIRMAN'S ANNOUNCEMENTS**

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

(if any) - receive.

### **3 DISCLOSURE OF INTERESTS**

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

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

### **4 MINUTES** (Pages 1 - 6)

To approve as a correct record the minutes of the meeting of the Board held on 16 February 2021 (attached) and to authorise the Chairman to sign them.

### **5 PROTOCOL ON THE OPERATION OF OVERVIEW AND SCRUTINY BOARD MEETINGS DURING THE PANDEMIC** (Pages 7 - 10)

Attached for noting.

### **6 COUNCIL COMPLAINTS PROCESS - REFERRAL FROM ADJUDICATION AND REVIEW COMMITTEE** (Pages 11 - 14)

Report attached.

### **7 REPORT OF THE COVID-19 PANDEMIC COMMAND RESPONSE TOPIC GROUP** (Pages 15 - 30)

Report attached.

### **8 REVIEW OF THE FORWARD PLAN OF FORTHCOMING KEY DECISIONS** (Pages 31 - 38)

Report attached.

### **9 WORK PROGRAMME** (Pages 39 - 42)

Report attached.

**Andrew Beesley**



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**MINUTES OF A MEETING OF THE  
OVERVIEW & SCRUTINY BOARD  
Virtual Meeting  
16 February 2021 (7.30 - 9.45 pm)**

**Present:**

**COUNCILLORS**

<b>Conservative Group</b>	Ray Best, Philippa Crowder, Judith Holt, Sally Miller, Nisha Patel, Christine Smith, Maggie Themistocli and Michael White (Vice-Chair)
<b>Residents' Group</b>	Ray Morgon and Barry Mugglestone
<b>Upminster &amp; Cranham Residents' Group'</b>	Linda Hawthorn and Christopher Wilkins
<b>Independent Residents' Group</b>	Natasha Summers and Graham Williamson
<b>Labour Group</b>	Keith Darvill
<b>North Havering Residents' Group</b>	Darren Wise (Chairman)

Councillors Joshua Chapman and Roger Ramsey were also present.

Officers present:

Andrew Blake-Herbert, Chief Executive,  
Jane West, Chief Operating Officer  
Patrick Odling-Smee, Director of Housing Services  
Julie Oldale, Head of Finance for Business Partnering  
Sandy Hamberger, Assistant Director of Policy, Performance & Community  
Andrew Beesley, Head of Democratic Services  
Anthony Clements, Principal Democratic Services Officer

There were no apologies for absence.

All decisions were taken with no votes against.

**44 DISCLOSURE OF INTERESTS**

There were no disclosures of interest.

**45 PROTOCOL FOR MEETING**

The protocol for meetings being held during the Covid-19 pandemic was noted by the Board.

**46 MINUTES**

The minutes of the meetings of the Board held on 24 November 2020 and 2 December 2020 were agreed as a correct record and would be signed by the Chairman at a later date.

**47 2021/22 BUDGET SETTING CYCLE**

The Board was invited to consider the reports on the budget and associated matters and agree any comments to be considered by Cabinet at its meeting on 17 February.

Introducing the reports, the relevant Cabinet Members stated that the Council was facing a challenging financial situation and that a total Council Tax increase of 4.5% was being recommended. This included a 3% increase to address higher social care costs for the Council. Most capital programmes were continuing such as investment in highways and the new Rainham Leisure Centre.

The HRA budget enabled investment in Council homes and estates. Rent increases were based on the rate of inflation and rent levels in Havering remained one of the lowest in London and considerably lower than the private sector. Some 35 former Council properties had been bought back to be used for lettings and it was anticipated around 70 such properties would be purchased next year. A homelessness centre was also developed in Harold Hill.

The Chief Operating Officer agreed that there was a lot of uncertainty around financial matters due to issues such as the pandemic, concerns over the economy and uncertainty over the future of local government funding itself. The Council was already an efficient, low cost Authority and it was proposed that the Council Tax Support Scheme would be unchanged. Budget savings of £17.1m were still however required.

It was emphasised that the Council had a legal requirement to balance its accounts. Delays in the capital programme had taken some pressure off the budget. The outcomes of a number of business rates appeals were currently being awaited. Some £6.5m had recently been allocated by the Government for Covid pressures in the coming year. It was felt that the biggest risks to the budget proposals would be from the impact of the pandemic and rising demand for adult social care.

Some 205 responses had been received to the budget consultation. The most important issues for respondents were considered to be the pandemic and the position with the economy. The majority of respondents were in favour of the main budget proposals with the only proposal not finding overall support being the delay in the extension of library opening hours.



Most respondents were in favour of rebuilding Council reserves and there was also some support for the proposed Council Tax increase.

There would be a need to borrow funds to finance some capital projects but interest rates had fallen which would make this cheaper. The low interest rates were also reflected in the Treasury Management Strategy Statement which detailed the Council's borrowings and investments. The HRA report detailed income and expenditure for housing and was also not allowed to be in deficit.

Officers would supply written responses on why charges for crossovers had risen and on the position with contributions to the Lea Valley Recreation Park. It was confirmed that there had been no update from the Government as yet as regards public health funding.

The Havering Music School was self-financing and had delivered a lot of its lessons remotely during the pandemic. The School was expected to recover financially relatively quickly, following the pandemic.

Members felt that there was insufficient detail in the reports to enable an understanding of the impact of the proposed savings on services and staff. It was clarified that the Better Living project was an Adult Social Care project that had been in place for a number of years and had already delivered some savings. It was agreed that a presentation giving further details of the Better Living project should be given at a future meeting of the Board.

Funding allocated to refurbishment of the Sapphire leisure centre would be spent as required over future years rather than in the coming financial year. Details of spending in parks could be provided to Members outside of the meeting.

Some contingency funding had been spent on funding a higher than expected pay award. The business case for the new CCTV system would be included within a later report to Cabinet. Further details could be supplied on the impact of extending the School Streets scheme to the rest of the borough. A reduction in capital receipts had been due to a rise in numbers of Compulsory Purchase Orders but some capital receipts had been received back from Joint Ventures.

It was agreed that details of the Council's Transformation Programme should be brought to a future meeting of the Board. The Council's reserves were currently at £13.6m but an overspend of £10m would leave a balance of £3.6m. £5m due from the East London Waste Authority was expected to go into reserves. It was hoped the £20m target level for reserves could be reached within 4 years. It was clarified that the new Local Area Coordinator posts had been financed in partnership with the health sector.

Officers were confident the proposals were deliverable with no detriment to services or residents. The proposed increase in hostel charges covered the

cost of the service and could be recouped via the benefits system if necessary.

Members felt that the low number of responses to the budget consultation had been disappointing and that consideration should be given to the use of technology such as Zoom and to other meetings in order to seek to increase engagement in future years.

It was clarified that only small changes were planned to the planning system. The business systems team referred to in the papers were already employed by the Council. The move to work previously undertaken by the Public Advice and Service Centre being undertaken by libraries would not require any capital expenditure.

The expenditure on safety works listed in the HRA account was mainly due to the rolling programme of fire door replacement but further details could be supplied to Members. The cost of the decarbonisation programme was an estimate at this stage. Plans were in place to improve void performance and return income to pre-pandemic levels by the end of April 2021.

Spending on ICT covered a number of areas including work on firewalls, the Cloud, smart working and an expanded digital platform for customers. Information on bigger Council projects could be brought to the Board as part of its work on scrutiny of the Forward Plan.

The Bridge Close scheme was part of the HRA and any surplus generated would be returned to that account. Joint Ventures were already included within the HRA business plan.

Monies had been allocated in the budget for the expansion of schools to accommodate more children with special educational needs or disabilities.

The following comments were agreed by the Board to be submitted to the Cabinet meeting of 17 February 2021:

- **The reports contained an overall lack of sufficient detail on the proposals and on what the impact of proposed savings would be on the delivery of current services. This had made it more difficult for the issues to be fully evaluated and scrutinised and for alternative budget proposals to be put forward.**
- **The Board was disappointed at the relatively low numbers of responses to the consultation and suggests that consideration be given to the increased use of remote meeting technology etc in order to facilitate a higher level of consultation responses in future years.**
- **That presentations giving details of the following specific issues be given to a future meeting of the Overview and Scrutiny Board:**

- 1. The Better Living Project**
- 2. The Council's Transformation Programme**

The Board thanked officers for their work on the budget reports.

**48 TOPIC GROUPS UPDATE**

The Board noted the following updates as regards the work of its topic groups:

Pandemic Command Response – It was planned for the Group's report to be presented to the Board at its meeting of 10 March.

Impact of the Pandemic on Care Homes and the Third Sector – The Group had held positive discussions with representatives of the management of local care homes as well as with Third Sector organisations commissioned to supply services on behalf of the Council. The Group would shortly be meeting with a director of Healthwatch Havering prior to considering its recommendations.

Debt Recovery – Discussions had been held with senior officers and the Group would meet again early in the new financial year in order to ascertain the impact of pandemic restrictions on debt levels at that point.

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**Chairman**

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## **LONDON BOROUGH OF HAVERING**

### **PROTOCOL ON THE OPERATION OF OVERVIEW AND SCRUTINY BOARD MEETINGS 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 Meetings will follow the standard procedure with the following principal stages. Board 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 or the nature of any comments to go back to the relevant decision maker.

## **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](http://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](http://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 (subject to the Chairman) at an Overview and Scrutiny Board must meet the same criteria as members of the Board (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**

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;
- 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. 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:

- Board 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 participant's 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 clerk will ask Members individually to indicate their vote – either FOR, AGAINST or ABSTAIN, on the recommendations as shown in the report, once the debate 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 and will 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](http://www.havering.gov.uk)

For any further information on the meeting, please contact [anthony.clements@onesource.co.uk](mailto:anthony.clements@onesource.co.uk) tel: 01708 433065.



# Overview & Scrutiny Board

10 March 2021

## REPORT

**Subject Heading:**

Council Complaints Process – Referral from Adjudication and Review Committee

**SLT Lead:**

Abdus Choudhury – Deputy Director of Legal & Governance

**Report Author and contact details:**

Anthony Clements – Principal Democratic Services Officer  
anthony.clements@onesource.co.uk

**Policy context:**

To give the Board the opportunity to consider whether it wishes to scrutinise the Council's complaints process.

**Financial summary:**

None of this covering report

**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**

This report presents asks the Board to consider whether it wishes to proceed with a review of the Council's complaints process.

**RECOMMENDATION**

That the Board considers whether it wishes to conduct a scrutiny of the Council's complaints process at this time and, if so, discusses which areas specifically it wishes to review.

**REPORT DETAIL**

At its meeting on 6 January, the Adjudication and Review Committee agreed to recommend to the Overview and Scrutiny Board that it undertakes a review of the Council's corporate complaints process. The Board is therefore asked to consider whether it wishes to undertake such a review and, if so, what form the review should take and what areas should be scrutinised. To assist with this process, a checklist document is attached and the Board may wish to discuss some of the issues listed within the document whilst it considers what scrutiny action it wishes to take in response to the referral of the corporate complaints process.

**Appendix:**

Scrutiny Checklist

## Overview & Scrutiny - selecting work programmes

### Introduction

Overview & Scrutiny (O & S) is the check and balance to the Executive and is responsible for determining its own programme of work.

The principles of effective scrutiny outlined by the Centre for Public Scrutiny are that O&S should aspire to be:

### Member-led

This means that each O&S Committee and Sub-Committee determines its own work programme and decides what evidence to seek. Members take an active role in the scrutiny process, for example by going on visits and taking part in consultation activities with service users, residents and local organisations.

### Consensual

Effective O&S works towards developing a non-party political, consensus-based view of the service or issue under consideration, focussed on the needs of service users and residents.

### Evidence-based

O&S takes evidence from a wide and balanced range of sources in order to enable them to develop a rounded view of the service or issue under consideration. Recommendations made by O&S should be firmly supported through the evidence received.

There are three key roles scrutiny plays:

**Policy review:** where a policy or service has been identified for consideration, O&S can conduct a detailed review and make recommendations to Cabinet before final decisions are taken.

**Policy development:** O&S can play a part in developing and recommending new policies, often at the request of the Executive but sometimes under scrutiny Members' own initiative.

**Hold the Executive to account:** asking Cabinet Members or senior officers to attend O&S committee meetings provides the opportunity to assess performance of services against agreed standards and, where necessary, make recommendations for improvements. As a last resort, scrutiny committees can require the Cabinet, or a Cabinet Member, to reconsider a decision not yet implemented through call-in.

### Overview & Scrutiny work programmes

Each O&S sub-committee decides its own work programme. The aim is to prioritise issues for in-depth work where O&S can make an impact, add value or contribute to service development. Items for the programme are drawn from a number of sources, including:

- Issues arising from discussions with members of the public and other interested stakeholders
- Issues that the committee is required to consider by virtue of its terms of reference
- Decisions due to be made by the Executive (the Statutory Forward Plan);
- Items requiring follow up from committee reviews and recommendations

**This checklist draws upon the following external guidance sources as an aid for helping members determine their scrutiny work programme:**

1. "Statutory guidance for overview and scrutiny in local and combined authorities" (MHCLG, 2019)
2. "Overview and scrutiny in combined authorities: a plain English guide" (CfPS, 2017)
3. "Pulling it all together: a guide to legislation covering scrutiny and governance in English local government" (CfPS, 2018)

Question Number	Question
<b>1</b>	What is the area of focus for the scrutiny: Is the issue in the public interest?
<b>2</b>	Is the Area of focus on the Statutory Corporate Forward Plan or other?
<b>3</b>	Is there a change to National Policy that impacts or is there an associated Policy? If yes, has it been agreed/reviewed recently?
<b>4</b>	Does it affect people across Havering? If only some residents are affected, what is the impact?
<b>5</b>	Are there performance concerns or is it a safety issue?
<b>6</b>	What impact will scrutiny have on the issue/outcome: e.g. how will it promote community well-being?
<b>7</b>	Is this pre-decision scrutiny or post-decision?
<b>8</b>	If pre-decision scrutiny, this is unlikely to be able to be called in, as Members will have inputted their recommendations/comments into it already.
<b>9</b>	Is it within the Terms of Reference for the O&S Board? Should the matter be considered by the Board or by a Sub-Committee?
<b>10</b>	What form will the scrutiny take: agenda item, topic group, single issue committee meeting, short sharp review?
<b>11</b>	Is the matter better potentially better suited to a call-in or to pre/post decision scrutiny?
<b>12</b>	What information/evidence will be needed and how will this be acquired: audit report, performance information, other means?
<b>13</b>	Which Council Officers and/or Partners will be required to support the scrutiny?
<b>14</b>	Is the item being considered as part of another process - what takes priority?

# Overview & Scrutiny Board

# REPORT

**Subject Heading:**

REPORT OF THE COVID-19 PANDEMIC  
COMMAND RESPONSE TOPIC GROUP

**SLT Lead:**

Andrew Beesley – Head of Democratic  
Services and Statutory Scrutiny Officer

**Report Author and contact details:**

Andrew Beesley – Head of Democratic  
Services  
Andrew.beesley@onesource.co.uk

**Policy context:**

Overview & Scrutiny

**Financial summary:**

None in this covering report

**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

This report contains the findings and recommendations that have emerged after the Topic Group scrutinised the topic selected by the Committee in October 2020.

There are no financial, legal or HR implications attached to this covering report.

**RECOMMENDATION**

That Members:

1. Note the report of the Covid-19 Pandemic Response Topic Group (attached);
2. Consider and decide whether to refer the recommendations of the Topic Group to a meeting of the Cabinet;

**~~REPORT~~ DETAIL**

At its meeting in October 2020, the Overview & Scrutiny Board agreed to establish a Topic Group to review the impact of the COVID pandemic and the Council's emergency planning response to it.

Attached is a copy of the Topic Group's report. The report includes details of the research that it undertook in reaching the conclusions set out.

## **REPORT OF OVERVIEW & SCRUTINY BOARD COVID-19 PANDEMIC COMMAND RESPONSE TOPIC GROUP**

### **BACKGROUND**

At its meeting on 13 October 2020, Overview & Scrutiny Board commissioned a number of Topic Groups to review the impact of the COVID pandemic and the Council's response to it.

The terms of review for this Topic Group was the Council's response to the COVID pandemic; specifically, the emergency planning arrangements and communication strategy.

The Group established a timetable to review relevant documents and to meet virtually with members of staff and public section partner agencies.

The membership of the Topic Group consisted of Councillors Keith Darvill (Chairman), Ray Morgon, Christine Smith and Linda Hawthorn.

The Group met on four occasions and has now concluded its review; identifying recommendations and findings which are detailed in this report.

### **THE SCOPE OF THE REVIEW**

Overview & Scrutiny Board recognised that the scope of the pandemic was such that commissioning a single Topic Group to assess its impact and the preparedness of the Council in responding to it was unrealistic. It therefore established three separate Topic Groups charged with exploring specific areas of interest.

The focus for this Topic Group concerned the Council's emergency planning arrangements and the operation of its Command Structure. It therefore concentrated on the following key areas:

1. Review the Council's influenza-pandemic plan and develop an understanding of the Council's Command structure. Challenge and review planning assumptions contained within the plan (was the response proportionate to the risk);
2. Understand and explore the relationship between the Command structure and the Borough Resilience Forum;
  - a. With reference to the Community Resilience Development Framework, was there sufficient support for individuals identified at being of greatest risk? How are we doing it and what worked well/not so well (lessons learnt)
  - b. Promotion of the pandemic plans/Command responses into Member organisations from the business and voluntary sector. How was it communicated and were there any areas for improvement?

- c. Was the Resilience Plan tested pre-Covid? If so, what were the improvements gleaned from it?
3. Communication roles between Command, the Resilience Forum and elected Members. How the council communicated government guidance on responding to the pandemic and impacts on service provision.

## **METHODOLOGY**

The Group agreed that the list of people to be interviewed would comprise the following members of staff -

Andrew Blake-Herbert	Chief Executive and Strategic Gold Command
Dr Mark Ansell	Director for Public Health and Tactical Silver Command
Robert South	Director for Children's Services
Trevor Cook	Assistant Director for Education, Learning & Achievement
Gareth Nicholson	Assistant Director for Customer and Communications
Trevor Meers	Corporate & Community Resilience Manager
Lilly Pannifer	Emergency Planning Officer

The Topic Group also met with a pool of representatives from the Borough Resilience Forum. The Topic Group recognised the pressures faced by wider cohort of representatives and delayed matters until the pressure of the third lockdown was beginning to ease. This delayed the reporting of the Topic Group's findings however Members considered it necessary to delay until this aspect of the review had been completed.

A Member survey would be conducted to establish the extent of understanding and awareness of the authority's emergency planning powers.

From the outset, Topic Group Members appreciated the scale of the pandemic and the impact its longevity was having on the operation of Council services. Members quickly established that conducting a review mid-pandemic would have its limitations, not only the availability of key contributors but also the fluid nature of the evolving emergency response to it. Members therefore focussed on specific areas where tangible differences could be made which would not impede the ability of those charged with emergency planning powers to undertake their statutory duties.

## **TIMETABLE FOR REVIEW**

Members were hoping to complete the review within as short a timescale as possible. It was recognised however that it would be a challenge given the ongoing nature of the pandemic and the impact of changing restrictions on the availability of key contributors.



Members were however grateful for the commitment of staff to the review, many of whom were integral to the pandemic effort and prioritised the review above other competing matters.

## **THE REVIEW**

The notes of the meetings and discussion are attached for Members. Set out under the heading **RECOMMENDATIONS / CONCLUSIONS** are the key issues that emerged from our scrutiny.

## **MEETINGS**

The Topic Group met virtually on four occasions.

The first session that took place reviewed the Council's emergency plan arrangements for responding to a pandemic. The associated emergency plans are restricted documents and not available for public consumption. Accordingly, the notes of that meeting are restricted also.

At the second meeting, the Topic Group received a detailed presentation from the Assistant Director for Customer and Communications, setting out the Council's strategy for communicating its response to the pandemic.

At the third meeting, the Topic Group met virtually with senior officers involved in the Council's Command structure. The session focused on the implementation of the emergency plans and the operational impact the pandemic on the Council's operations and its response to it.

At its final meeting, the Topic Group met with representatives from the Borough's Resilience Forum to better understand how public sector bodies had co-operated to respond to the pressures exerted by the pandemic.

The Topic Group also observed a virtual meeting of the Council's Tactical Silver Group, the notes from which are exempt from public disclosure. Attendance at the virtual meeting was to assist Topic Group members in their understanding of how the Council was responding to the pandemic. It was not a meeting commissioned by the Topic Group and Members took no active part in the meeting.

## **REVIEW OF PAPERS / DOCUMENT SUBMISSIONS**

The Topic Group has carefully reviewed the documents and presentations provided to it as part of the scrutiny, many of which are exempt from public disclosure. The notes from meetings undertaken as part of the review have also been adapted such as not to reveal exempt information.

## **FINDINGS**

### **1. Influenza-type Pandemic emergency planning and the operation of the Command Structure**

- The rapid transition into an emergency planning situation and the mobilisation of the associated pandemic plans and Command Structure demonstrated to the Topic Group that emergency planning was firmly embedded practice in the Council. This was demonstrated by examples such as the rapid rollout of the smart working from home initiative, the scaling up of Operational Bronze Command Response Groups, and the shielding call response effort.
- Testing of emergency plans is undertaken as a routine practice. The current emergency plans were tested in April 2019. This reinforces the above statement that emergency planning arrangements are well established amongst the officer cohort.
- The redeployment of staff to support frontline services was critical in supporting the pandemic relief effort, particularly in areas such as shielding calls, test and trace, and the Operations Hub.
- Staff working from home and the rapid rollout of laptops as part of the smart working programme had contributed in part to a reduction in staff absenteeism rates.
- Feedback from a councillor survey established that understanding amongst the cohort around emergency planning and the Council's civil contingencies responsibilities was limited.
- The scale and longevity of the pandemic has exceeded all previous pandemic planning scenarios. For example, lockdown restrictions had not previously featured in any pandemic planning. Emergency plans have therefore been modified throughout key stages of the pandemic, however the core of the Command Structure and the governance framework which supports it has remained intact and effective.
- Government changes in local and national restrictions have often come at such short notice that the ability for council services to respond, adapt and implement has been a considerable challenge. The most notable example has been in schools where the landscape through the course of the pandemic has changed considerably. The Topic Group had confidence in the communication channels that existed to ensure that messages were clearly communicated between the council, schools and parents, the relationship between the latter two being particularly important. Topic Group Members were however concerned at the volume of short notice changes introduced by the Government and the disruptive impact this had on parents, pupils and school staff.
- The Topic Group recognised the effort and commitment of the Chief Executive and his senior management colleagues in ensuring openness and transparency in COVID-related during decision-making

through the pandemic. This was reflected in the results of the Member survey. The Topic Group is however concerned by the timeliness of decision-making and that many of the executive decisions produced were retrospective and therefore added little in the way of added value for Members.

- The results from the Member survey indicated a mix response when the question was posed as to whether civil contingencies responsibilities were understood amongst the cohort.
- Concern about long term impact for staff mental wellbeing with the extended period of remote working and the long working hours experienced by some. Recognised the pastoral support available to staff, coupled with frequent internal communications on how best to cope through the pandemic.
- Concern that there was insufficient reporting of how the pandemic had impacted on business as usual activities and how that was being monitored.
- The long term impact of the pandemic on the Council's finances and how it would meet the costs in future years.
- Reflection on how the emergency plans stood up to the pandemic and what has worked well and what needs to change for future such emergencies is essential and should incorporate input from Members.

## **2. Understand and explore the relationship between the Command structure and the Borough Resilience Forum**

- The importance of collaborative working across public sector agencies in order to break down a silo mentality for the benefit of the public.
- The critical role the Council's Emergency Planning team play in supporting other public sector organisations.
- That the bodies which comprise the Forum often cover a much wider geographical area. The extent of the pandemic has put those resources under considerable strain.
- External communication messages by public sector organisations needs to be monitored by the Forum. There were concerns about consistency of messaging and ensuring that there were targeted comms which focussed on matters of local relevance.
- The frequency in changes to legislation afforded limited opportunity for organisations to make operational changes resulting in confusion around matters such as enforcement and best practice.

**3. Communication roles between Command, the public and elected Members. How the council communicated government guidance on responding to the pandemic and impacts on service provision.**

- The Topic Group were impressed with the effectiveness of the “DoingMyBit” campaign, noting that it received national recognition through a Bronze Award in the Public Service Communications Excellence Awards 2020
- The creation of a Bronze Command Sub-Group dedicated solely to communications was important in co-ordinating and delivering key messages and service updates.
- The importance and effectiveness of social media as a proactive communication tool for the dissemination of Government guidance and legislation. The Council’s website was important for providing accurate and up-to-date information on changes to Council services.
- The Topic Group noted with interest the introduction of targeted advertising campaign through mobile Ad-vans and billboards, however they were unsure as to the effectiveness of such methods. There was a wider concern about how communication campaigns were evaluated for the effectiveness and how it could inform future campaign strategies.
- More traditional communication methods such as a borough-wide letter drop remained in order to ensure coverage for more hard-to-reach sections of the community who did not have access to technology.
- There was a correlation between targeted campaigns such as mass testing with subsequent uptake in the number of tests being administered.
- Noted with interest the diverse age range of visitor numbers through the Council’s various social media channels, with Facebook being particularly popular.
- Almost a quarter of all households in the borough are signed up to receive the Living bulletin email.
- The importance of updated internal communications for staff. Particularly support and wellbeing given remote working and isolation experienced by some.
- As community leaders there is little opportunity for Members to report issues of local importance to the Council other than through the same channels as residents, or indeed for Members to undertake that role on behalf of the Council.

## **RECOMMENDATIONS / CONCLUSIONS**

- 1. On behalf of the members of the Topic Group and the Overview & Scrutiny Board, to thank all Council staff, public and voluntary sector bodies and for their dedication and commitment in responding to the pandemic.**
- 2. The Topic Group was assured that emergency planning and awareness and understanding of the Council's emergency plans, including the Influenza Pandemic and Excess Deaths Plans, were firmly established practices amongst those who had responsibility for such matters.**

**That the Council had tested its emergency plans less than 12 months prior to the pandemic stood it in good stead for the impending pandemic. The preparedness was exemplified by the continuation of key council services such as waste collection, registration services, and children and adult social care services. That also extended to the support offered to public sector partners through the Resilience Forum and the excellent work undertaken by the Emergency Planning Team.**

**Furthermore, the mobilisation of the smart working programme enabling staff to work remotely and the redeployment of staff unable to work from home to support critical initiatives such as shielding calls for the vulnerable and the operation of the distribution hub exemplified the Council's preparedness for the pandemic.**

**There was however concern regarding the impact of the pandemic on business as usual activities and how such matters were being formally reported and monitored by Members.**

**The establishment of a dedicated Bronze Communications Group was effective in co-ordinating messaging to the public and other key stakeholders such as businesses and voluntary groups. There was clear and consistent messaging for the most part in respect of impact on local services, public health messages around testing and vaccination and support that was available through initiatives such as business grants and rate relief. Where there was inconsistent messaging (eg. parking charges), it caused confusion to the public and Councillors alike.**

**The Topic Group is concerned about the impact to the Council's finances and will monitor closely the strategy to offset the significant loss of income incurred over the past 12 months.**

- 3. Where The Topic Group considered improvements could be made to emergency planning and the response to the pandemic was in**

respect of the role of Elected Members. The intention here is to recognise that civil contingencies responsibilities rest largely with professional officers who are trained and experienced in responding to emergencies. Members do however play a key role as community leaders. It is the view of the Topic Group that their resource and expertise has not been utilised to its fullest extent. The following recommendations are therefore proposed:

- a. That Members receive annual mandatory training on the Council's Civil Contingencies responsibilities and emergency plans, including as part of the Member induction process.
- b. That guidance be issued to Members on their roles and responsibilities during a local or national emergency.
- c. That the governance arrangements around decision-making using civil contingencies powers and the issuing of special urgency decisions be explained with a report presented to a future meeting of the Council's Governance Committee.
- d. Support the continuation of All Member Briefings in the event of a local or national emergency.
- e. That consideration be given to establishing a dedicated communication channel for Members to inform the Council of live issues experienced in local communities during an emergency.
- f. That Overview & Scrutiny and the wider Council membership be involved in any lessons learnt initiatives as part of the pandemic plan review, including a review of the Council's emergency plans.

## **ACKNOWLEDGEMENTS**

The Topic Group Members wish to place on record their thanks for the very positive approach displayed by members of staff during the course of this review.

### **Background Papers**

Topic Group meetings notes:

19 October 2020

5 November 2020

12 November 2020

24 February 2021



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## Covid-19 Pandemic Response Topic Group – Member survey

### BACKGROUND

As part of its review into the Council's response to the Covid pandemic, the Topic Group conducted a survey of Council Members to establish their understanding and awareness of the authority's emergency planning powers.

The survey consists of the following three questions:

- 1. You have a knowledge of the Council's responsibilities under the Civil Contingencies Act 2004?**
- 2. You have been kept informed of the Council's response to the pandemic?**
- 3. You found the regular All Member Briefings on COVID led by the Chief Executive to be useful and informative?**

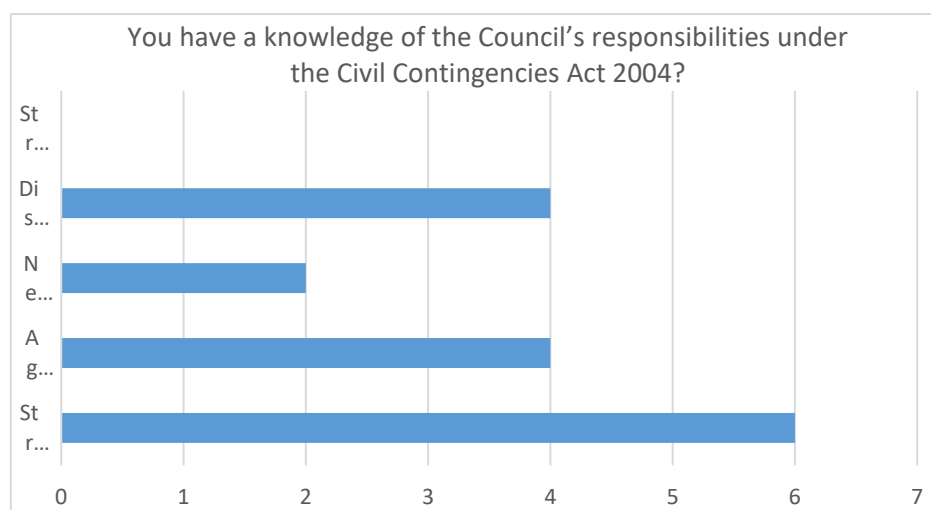
Members were also afforded the opportunity to provide comments in respect of the questions posed.

### DETAIL

A total of 16 responses were received (response rate of 29.6%)

Question 1. - You have a knowledge of the Council's responsibilities under the Civil Contingencies Act 2004?

In respect of Question 1, 6 of the 16 respondents selected 'Strongly Agree.' The next popular response was shared equally between 'Agree' and 'Disagree' (4 each). Of the 16 responses received, none were marked as 'Strongly Disagree.'

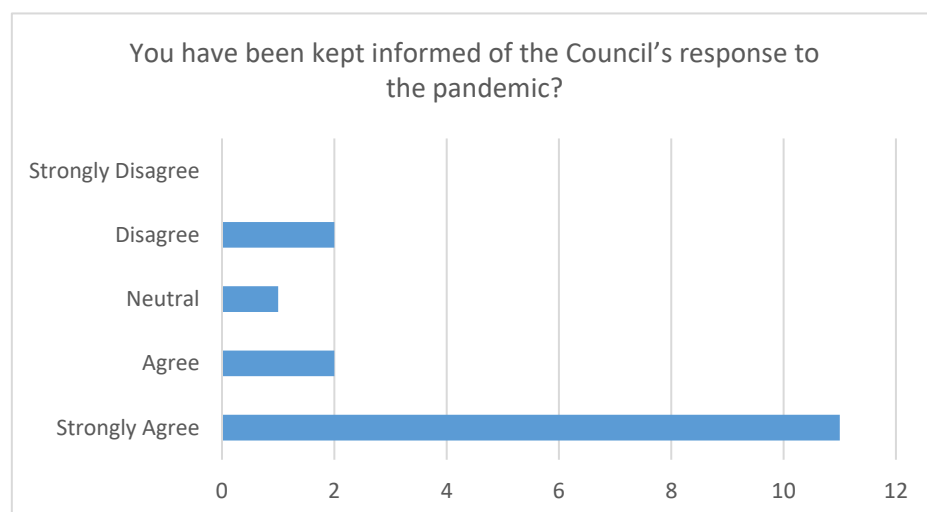


Q2 - You have been kept informed of the Council's response to the pandemic?

In respect of Question 2, the overwhelming majority of Councillors agreed or strongly agreed that they had been kept informed of the Council's response to the pandemic. Only 2 of the 16 responses received disagreed with that statement.

Member's comments revealed that the Leader's external bulletins, which are sent to the residents on a weekly basis, were an important form of communication for keeping both residents and Councillors informed. However, some Councillors have requested that the bulletin focuses on more localised statistics as opposed to National data as this already readily available across in the public domain.

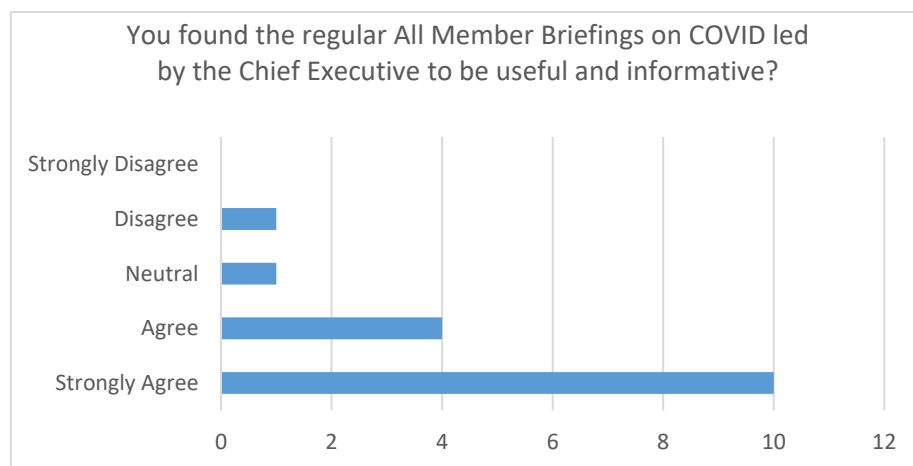
Two Councillors commented on the role of Councillors in the Council's pandemic response, with one requesting that Ward Councillors play a greater role during the pandemic response as Leaders. The other Councillor felt that opposition Councillors have been deliberately excluded from the process by the Chief Executive and the Leader.



Q3. You found the regular All Member Briefings on COVID led by the Chief Executive to be useful and informative?

Similarly to the results of the previous question, the overwhelming majority Councillors considered that the Chief Executive's All Member Briefings have been useful and informative, with all but two Members voting for either *strongly agree* or *agree*.

However, again it was noted that information delivered during these briefings should be more localised. Furthermore, some Councillors commented that the briefings have lost speed since the autumn with there being only two in the past two months.



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## Overview & Scrutiny Board 10 March 2021

**Subject Heading:**

**Review of the Forward Plan of  
Forthcoming Key Decisions**

**SLT Lead:**

**Andrew Beesley, Head of Democratic  
Services and Statutory Scrutiny Officer**

**Report Author and contact details:**

Andrew Beesley  
Head of Democratic Services  
Andrew.beesley@onesource.co.uk  
01708 432437

**Policy context:**

Overview & Scrutiny  
Executive Forward Plan

**Financial summary:**

There are no financial implications.

### 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]

<b>SUMMARY</b>
----------------

The report and attached appendix provides the list of forthcoming key executive decisions listed on the Forward Plan.

**RECOMMENDATION**

1. To note the report and attached appendix
2. To determine if any of the items listed should be considered for pre-decision scrutiny.

**REPORT DETAIL**

The Council is required by law to give at least 28 calendar days' notice of all forthcoming Key Decisions and these are published on the Forward Plan (attached at Appendix A).

It is for Overview & Scrutiny Board to determine if it wishes any of the items to be considered for pre-decision scrutiny.

**IMPLICATIONS AND RISKS**

**Legal Implications and Risks – None**

**Finance Implications and Risks – None**

**HR Implications and Risks – None**

**Equalities Implications and Risks - None**

**BACKGROUND PAPERS**

None

## **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](mailto:andrew.beesley@onesource.co.uk)

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

	<b>What is being decided?</b>	<b>Who is taking the decision?</b>	<b>When will the decision be made?</b> <b>*</b>
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	Acquisition of property as part of the Rainham and Beam Park Regeneration Project	Leader of the Council	Not before 18 <sup>th</sup> March
Page 34	Expansion of the Additional Resourced Provision (ARP) at Clockhouse Primary School To implement the expansion of the Additional Resourced Provision (ARP) at Clockhouse Primary School.	Cabinet Member for Education, Children & Families	Not before 11 <sup>th</sup> March
	Approval to Award a Contract for the Provision of a Support Service Contract at Brunswick Court Approval to award a contract for the delivery of a support service contract for three years	Director Children's Services	Not before 18 <sup>th</sup> March
	Adoption of Statement of Licensing Policy 2021-2026 To adopt a Statement of Licensing Policy 2021-2026 for the London Borough of Havering as required by the Licensing Act 2003.	Cabinet	17 <sup>th</sup> March
	To agree the delivery method for the Regeneration of the Hilldene, Farnham, Chippenham and Hostel site Cabinet will be asked to agree the delivery method for the Regeneration of the Hilldene, Farnham, Chippenham and hostel site. This will include: *Appropriation of the land as necessary for regeneration of the sites *Approval of required HRA and general fund funding and to utilise external	Cabinet	17 <sup>th</sup> March



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

	<b>What is being decided?</b>	<b>Who is taking the decision?</b>	<b>When will the decision be made?</b> <b>*</b>
	grant funding to deliver the scheme (subject to 2021/22 budget setting process) *Approval to commence community engagement activities with the local community		
Page 35	Havering & Wates Joint Venture Business Plan Update - 2021/22 To agree the proposed update for the Havering & Wates JV business plan and associated decisions.	Cabinet	14 <sup>th</sup> April
	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	14 <sup>th</sup> April
	Approval to enter into Call-Off Contract from the Procurement Across London (PAL) Framework Agreement for the 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 fruit and vegetables for the school catering services.	Cabinet Member for Education, Children & Families	Not before 18 <sup>th</sup> March
	Extension of Housing Responsive Repairs Contract to cover procurement period To approve the extension of the current responsive repairs contract until the end of October 2021 whilst the ongoing OJEU compliant procurement exercise is being undertaken. The value of the extension is circa £2m	Director of Housing	Not before 18 <sup>th</sup> March

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

	<b>What is being decided?</b>	<b>Who is taking the decision?</b>	<b>When will the decision be made?</b> <b>*</b>
Page 36	<p>Dynamic Purchasing System – Semi-Independent Accommodation (children's)</p> <p>To seek approval to commence an open tender for semi-independent and supported housing providers to join the Council's bespoke Dynamic Purchasing System; ATLAS.</p> <p>In addition to this, approval is being sought to allocate a budget of £9,000,000 funding over a period of six years from the Looked After Children, Leaving Care and Asylum Seekers services for placements made under the following six categories:</p> <ol style="list-style-type: none"> <li>1. 16-18+ Semi- Independent Accommodation - Minimal Support</li> <li>2. 16-18+ Semi- Independent Accommodation - Therapeutic/additional support</li> <li>3. 18+ Shared House - Welfare Check</li> <li>4. 18+ Standalone Accommodation - Floating Support</li> <li>5. 18+ Standalone Accommodation - Therapeutic/additional support</li> <li>6. 18+ HMO - Welfare Check</li> </ol>	Cabinet Member for Education, Children & Families	Not before 6 <sup>th</sup> April
	<p>Asset Management Strategy and Plan 2019-2022</p> <p>Cabinet will be asked to approve the Council's Asset Management Strategy and Plan 2018-2022.</p>	Cabinet	14 <sup>th</sup> April
	<p>Parks Strategy 2020 to 2030</p> <p>Cabinet will be asked to agree the Parks Strategy.</p>	Cabinet	12 <sup>th</sup> May
	<p>Introduction of All day Visitor Permit/Voucher</p> <p>Cabinet will be asked to introduce and all day Permit/Visitor Voucher.</p>	Cabinet	12 <sup>th</sup> May

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

	<b>What is being decided?</b>	<b>Who is taking the decision?</b>	<b>When will the decision be made?</b> *
	Rainham & Beam Park Regeneration - Business Plan 2021/22 Cabinet will be asked to agree the revised Rainham & Beam Park Regeneration business plan, and associated decisions.	Cabinet	12 <sup>th</sup> May

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# Overview & Scrutiny Board

10 March 2021

## REPORT

**Subject Heading:**

Review of Board Work Programme

**SLT Lead:**

Abdus Choudhury – Deputy Director of Legal & Governance

**Report Author and contact details:**

Anthony Clements – Principal Democratic Services Officer  
anthony.clements@onesource.co.uk

**Policy context:**

To ensure the Board has a robust and relevant work programme

**Financial summary:**

None of this covering report

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

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

[X]  
[X]  
[X]  
[X]

### SUMMARY

This report presents the Board with a summary of its current work programme and asks for any comments or amendments.

<b>RECOMMENDATION</b>
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**That the Board considers the attached work programme and makes any additions or amendments that it wishes.**

<b>REPORT DETAIL</b>
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The attached document lists the current position with the Board's work programme. The Board is asked, as part of a standing agenda item, to consider this and agree any amendments or changes that it wishes to make.

Appendix:

Current Overview and Scrutiny Board work programme.

## Overview and Scrutiny Board Work Programme

ITEM		SCHEDULE OF MEETINGS DATES					
'single' committee items		13 October 2020	24 November 2020	2 December 2020	16 February 2021 (Council Tax)	10 March 2021	22 June 2021 (Provisional)
Call in: Hall Lane Pitch and Putt Course land disposal		X					
Pre-decision scrutiny – Parks Byelaws		X					
Pre-decision scrutiny – Investment Growth Strategy			X				
Review of Corporate Forward Plan		X		X	X	X	X
P5 Budget Monitor		X					
Review of Board work programme		X		X	X	X	X
Scrutiny of Budget and Council Tax					X		
Budget/MTFS Update			X				
Topic Group Report – Pandemic Command Response						X	
Topic Group Report – Care Homes & Third Sector							X
Complaints Policy – Referral from Adjudication and Review Committee						X	
Better Living Project						X	

Transformation Programme						X	X
	TOPIC GROUPS						
To strengthen the Councils Covid-19 Pandemic Command Response (Cllrs M White, Miller, Wise, N Patel and P Crowder and CH Smith)							
To strengthen the Councils Covid-19 Pandemic Multi-Agency Partner Working Approach (Cllrs Darvill, Morgon and Hawthorn )							
Debt Recovery (Cllrs Williamson, Morgon, D Patel and Mugglestone							