



Havering

LONDON BOROUGH

OVERVIEW & SCRUTINY BOARD AGENDA

7.30 pm

**Tuesday
22 June 2021**

**Havering Town Hall,
Main Road, Romford**

Members 16: Quorum 6

COUNCILLORS:

**Conservative Group
(8)**

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

**Residents' Group
(2)**

Ray Morgon
Barry Mugglestone

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

Linda Hawthorn
Christopher Wilkins

**Independent Residents'
Group
(2)**

Graham Williamson
Natasha Summers

**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**

Overview & Scrutiny Board, 22 June 2021

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.

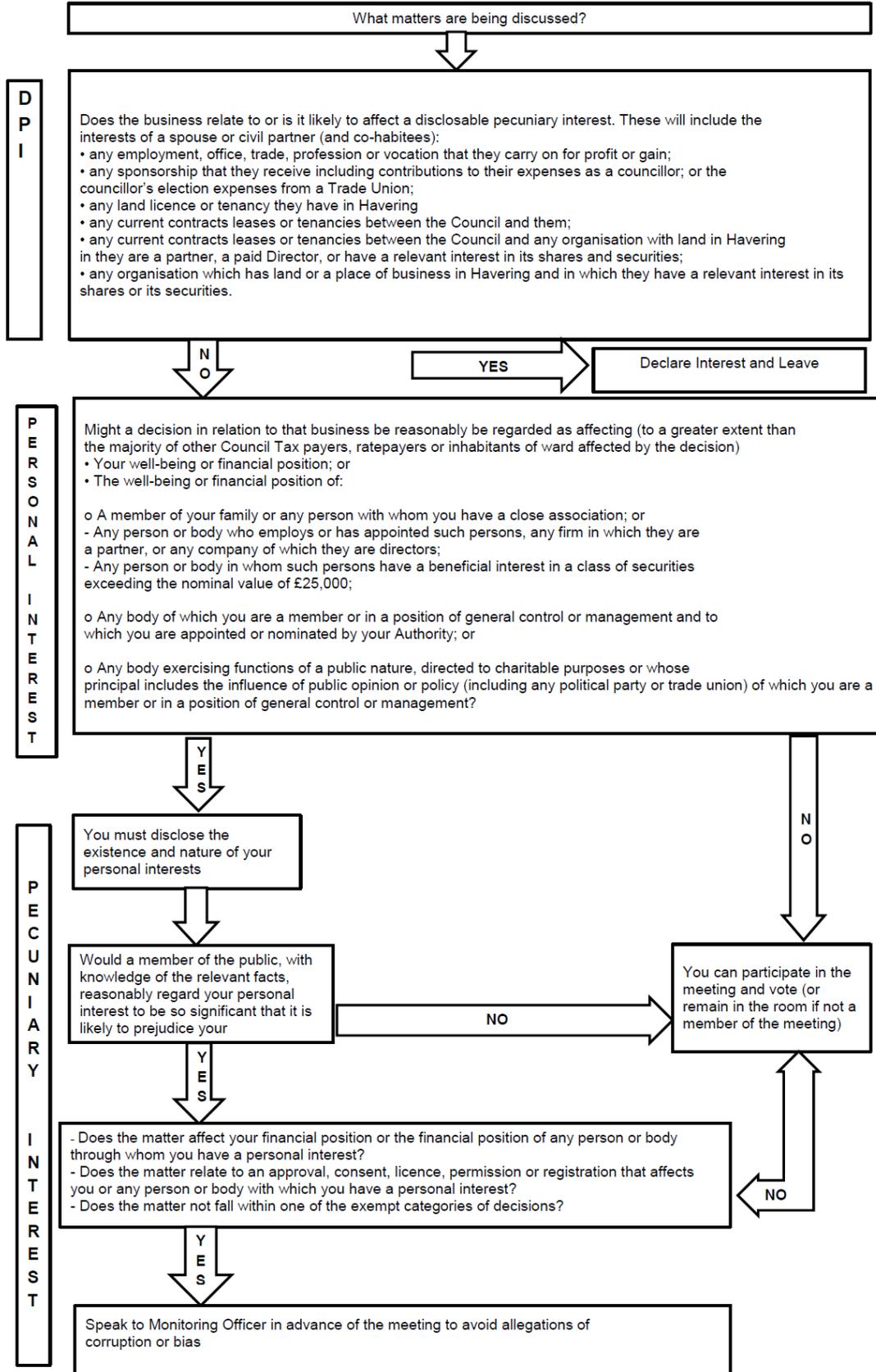
The Board is politically balanced and includes among its membership the Chairmen of the six themed Overview and Scrutiny Sub-Committees.

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



AGENDA ITEMS

1 CHAIRMAN'S ANNOUNCEMENTS

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

2 APOLOGIES FOR ABSENCE AND ANNOUNCEMENT OF SUBSTITUTE MEMBERS

(if any) - receive.

3 DISCLOSURE OF INTERESTS

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

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

4 MINUTES (Pages 1 - 10)

To approve as a correct record the minutes of the meetings of the Board held on 10 March 2021 and 13 May 2021 (attached) and to authorise the Chairman to sign them.

5 TRANSFORMATION PROGRAMME (Pages 11 - 20)

Report attached.

6 BOARD'S ANNUAL REPORT (Pages 21 - 56)

Report attached for approval by Board.

Reports of Overview and Scrutiny Sub-Committees also attached for reference.

7 FORWARD PLAN OF FORTHCOMING KEY DECISIONS (Pages 57 - 70)

Report attached.

8 BOARD WORK PROGRAMME

Members are invited to suggest items for the Board's work programme.

Andrew Beesley
Head of Democratic Services

**MINUTES OF A MEETING OF THE
OVERVIEW & SCRUTINY BOARD
Havering Town Hall, Main Road, Romford
10 March 2021 (7.30 - 8.55 pm)**

Present:

COUNCILLORS

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

49 APOLOGIES FOR ABSENCE AND ANNOUNCEMENT OF SUBSTITUTE MEMBERS

Apologies were received from Councillor Natasha Summers.

50 DISCLOSURE OF INTERESTS

There were no disclosures of interest.

51 MINUTES

The minutes of the meeting of the Board held on 16 February 2021 were agreed as a correct record.

52 PROTOCOL ON THE OPERATION OF OVERVIEW AND SCRUTINY BOARD MEETINGS DURING THE PANDEMIC

The protocol on the operation of Overview and Scrutiny Board meetings during the pandemic was noted by the Board.

53 **COUNCIL COMPLAINTS PROCESS - REFERRAL FROM ADJUDICATION AND REVIEW COMMITTEE**

At its meeting on 6 January 2021, the Adjudication and Review Committee had referred the issue of the Council Complaints Process to the Overview and Scrutiny Board as a possible subject for scrutiny.

A Member stated that Havering was the only London borough with a three stage complaints process and felt that the Board should scrutinise this area to ascertain if the process was fit for purpose. Other Members agreed, feeling that for example it would be better to try and resolve housing complaints at an earlier stage rather than being dealt with via the corporate complaints process. This would result in a more efficient process and better outcomes for residents.

Members noted the scrutiny checklist which they felt was a useful aid to their work and suggested this could be included as part of the induction material for new Councillors as well as being included in Board agendas going forward as part of the Forward Plan item.

It was suggested that any topic group on the complaints process should be briefed on the numbers of complaints received, the complaints mechanisms in different Council departments and best practice in other Councils.

Following a proposal by Councillor Morgon that was seconded by Councillor Darvill, the Board **AGREED** unanimously that a topic group on the Council's complaints policy be established. The scope of the review to be considered by the Board at its next meeting.

54 **REPORT OF THE COVID-19 PANDEMIC COMMAND RESPONSE TOPIC GROUP**

The Board considered the report of the Covid-19 pandemic command response topic group. The Chair of the topic group recorded his thanks to the other Members on the topic group, as well as all officers who had supported the review. Evidence for the review had been received from across the Council's Senior Leadership Team. Some disappointment was expressed at the slow response from outside bodies although this had been due to the effects of the pandemic.

The review had placed emphasis on the role of Councillors during the pandemic and how important it was for them to receive regular information and communicate this to residents. The review had also recommended an annual meeting of Councillors to be updated on the emergency planning process. Other issues identified for the Council in relation to the pandemic had included a significant impact on finances and the impact on staff of working in the pandemic. The topic group had concluded that sufficient support must be made available to staff.

It was clarified the gold, silver and bronze command related to the Council's decision making structure during a pandemic with gold level being represented by the Chief Executive, silver the senior management team and bronze lower level managers.

Members supported the topic group report, feeling that it was well presented and detailed. Concerns were raised that many Councillors felt isolated from the pandemic response process. It was suggested by a Member that more training could be provided to Members on e.g. the Civil Contingencies Act. It was felt that communications overall had been good at the Council but that the role of Councillors had been underutilised. A more localised approach with more communications at ward level could be employed.

The topic group Chair added that clear evidence had been received from the Police that the notice period for new Regulations regarding the pandemic had been very short.

The Board noted the report of the pandemic command response topic group and **AGREED** to refer the recommendations of the topic group to a meeting of the Cabinet.

55 **REVIEW OF THE FORWARD PLAN OF FORTHCOMING KEY DECISIONS**

The clerk was asked to clarify the position with parks byelaws and whether cycling in parks was allowed.

A Member suggested that it was important for the Board to scrutinise the Council's joint venture developments at an early stage, if time allowed. This applied to areas such as the Rainham and Beam Park development as well as the asset management strategy.

It was clarified that the Joint Venture Working Party was an advisory body that made recommendations to Cabinet. The Board remained welcome to select joint venture items for pre-decision scrutiny if it wished. Members remained keen to scrutinise areas such as the Bridge Close and Beam Park redevelopments, if time was available before the relevant decisions were due to be taken.

The Board **AGREED** that the following items be selected for pre-decision scrutiny:

Bridge Close Regeneration – Making of the Compulsory Purchase Order
Asset Management Strategy and Plan 2019-2022
Rainham and Beam Park Regeneration – Business Plan 2021/22

Chairman

Public Document Pack

**MINUTES OF A MEETING OF THE
OVERVIEW & SCRUTINY BOARD
Havering Town Hall, Main Road, Romford
13 May 2021 (7.30 - 8.56 pm)**

Present:

COUNCILLORS

Conservative Group	Ray Best, John Crowder*, Judith Holt, Nisha Patel, Christine Smith, Maggie Themistocli and Michael White (Vice-Chair)
Residents' Group	Ray Morgon and Barry Mugglestone
Upminster & Cranham Residents' Group'	Linda Hawthorn and Christopher Wilkins
Independent Residents' Group	Natasha Summers and Graham Williamson
North Havering Residents' Group	Darren Wise (Chairman)

*Substituting for Councillor Philippa Crowder.

Apologies were received for the absence of Councillors Keith Darvill and Sally Miller.

Also present:

Councillor Osman Dervish
Councillor Gillian Ford
Councillor John Tyler
Councillor Linda Van den Hende
Barry Francis, Director of Neighbourhoods
Nicolina Cooper, Head of Highways, Traffic and Parking
Mel Gadd, Interim Parking Procurement Manager

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

1 APOLOGIES FOR ABSENCE AND ANNOUNCEMENT OF SUBSTITUTE MEMBERS

Apologies were received from Councillor Philippa Crowder (Councillor John Crowder substituting) Councillor Keith Darvill and Councillor Sally Miller.

2 DISCLOSURE OF INTERESTS

There were no disclosures of interests.

3 APPROVAL TO EXTEND THE REACTIVE & PLANNED MAINTENANCE AND CONSTRUCTION IMPROVEMENT SCHEMES CONTRACT

In accordance with paragraph 17 of the Overview and Scrutiny Rules, a requisition signed by six Members representing more than one Group (Councillors Ford, Hawthorn, Morgon, Tyler, Van den Hende and Williamson) had called in the above Key Executive Decision dated 22 April 2021.

The Director of Neighbourhoods stated that the existing contract had delivered many improvements to the reactive and planned maintenance service and that the proposed extension would give a further 3 years continuity. There were no issues with the quality and performance of the contractor.

Contract monitoring took place on a weekly and monthly basis and the timelines of the contractor did not give any cause for concern. It was clarified that the repair of potholes was not the responsibility of the contractor but the contractor (Marlborough) had assisted with the repairs backlog where necessary. Benchmarking had been undertaken when the contract was let and some £65k in social value had been accrued by the Council under the contract. An extension of the contract at this point represented better value for money and risk management.

The Cabinet Member added that an extension of the contract allowed for greater confidence in having the existing contractor during the post-Covid recovery period.

Officers advised that, whilst there was a period of up to 52 weeks to fix some defects, the aim was to complete this at an earlier stage. The contractor would also be held to the performance indicator of completing repairs correctly on 85-90% of occasions.

An annual condition survey was undertaken for roads and footways in the borough and priority was sought to be given to red rated roads in the most urgent need of repair. All roads were listed on the programme together with an explanation of why a road may have been prioritised for repair. The contract needed to be extended 12 months prior to its end date but the contractor had been advised that the period would be shorter in this instance.

It was accepted that staff off sick and shielding due to the pandemic had resulted in the transfer of more of the backlog from the Direct Services Organisation (DSO) to Marlborough. The 'worst first' policy was used to decide on priority of repairs but other factors were also taken into account,

for example if the road condition was causing structural damage to properties. The average condition of the whole road length was used and details could be shared of how the average rating was calculated. Roads were split into sections for the undertaking of work but it would be aimed to undertake repairs to the whole road within a year.

It was accepted that some staff had left the DSO for career progression but the Council sought to keep its best staff. The recent Highways restructure would offer more opportunities to retain good staff.

Officers accepted that the Horizon system required development work. Under the restructure, the number of Area Liaison Officers would be increased from four to six. Some DSO staff had been downgraded after a review. Officers would confirm if the annual survey in fact covered every road in the borough. Key performance indicators were monitored at officer rather than Member level although the pothole repair survey was brought to overview and scrutiny on a quarterly basis.

It was accepted that there had been problems with recent work in St Mary's Lane, Upminster but this had been due to a service failure by highways rather than by Marlborough. Officers apologised for the service failure in this instance.

Consultation had been undertaken with other boroughs around the contractual position at Havering. Savings could not be confirmed until the contract extension had been signed but a report on the savings could be brought to a future meeting of the relevant Overview and Scrutiny Sub-Committee. There had been positive discussions with Marlborough about savings but these could not be officially agreed until after the contract extension had been signed.

Recruitment of staff for the DSO was currently in progress. Officers confirmed that a budget was available for these vacant posts. All work by the contractor was quality assured and all defects were checked. The programme of repair schemes was monitored on a weekly basis. Delays could however sometimes occur if for example complications were found that resulted in a wait for external agency involvement. A list of work timescales and criteria could be supplied.

A permit had to be applied for if temporary traffic lights were to be installed. Third parties were also required to clearly display permit information by any works. It was clarified that the contractor was not allowed to increase its schedule of rates beyond an annual increase to reflect inflation. There was not a facility under the contract for the contractor to impose any additional charges. Any decision to vary the contract would be a Cabinet rather than officer decision.

Officers reiterated that they felt the extension of the contract would be the right decision. The Cabinet Member suggested that it may be useful to arrange an All Member Briefing on highways work and the restructure.

Red marked potholes would normally be filled in within 7 days and officers were happy to discuss with Members separately any instances where this may not have happened. There remained two full-time managers of the Highways Improvement Programme and agency staff were used to overcome any lack of resources at the DSO.

The contractor could refuse a contract extension but this was unlikely and officers felt the highways department as a whole was not struggling. There were no current plans to disband the DSO or outsource work. It was accepted however that the need for future efficiencies meant this could be considered in the future. A more detailed business case would however be required.

The requisition was **NOT UPHOLD** by 8 votes 2 to with 4 abstentions.

Members voting not to uphold the requisition:

Councillor Darren Wise
Councillor Michael White
Councillor Ray Best
Councillor Philippa Crowder
Councillor Judith Holt
Councillor Nisha Patel
Councillor Christine Smith
Councillor Maggie Themistocli

Members voting to uphold the requisition:

Councillor Linda Hawthorn
Councillor Christopher Wilkins

Members voting to abstain:

Councillor Ray Morgon
Councillor Barry Mugglestone
Councillor Natasha Summers
Councillor Graham Williamson

Chairman

This page is intentionally left blank

Overview & Scrutiny Board

22 June 2021

Subject Heading:

Transformation Programme

SLT Lead:

Jane West – Chief Operating Officer

Report Author and contact details:

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

Policy context:

To ensure the Board has an overview of the Council's transformation programme.

Financial summary:

None of this covering report

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

The attached documents present the Board with details of the Council's Transformation Programme.

RECOMMENDATION

That the Board scrutinises the details of the Council's Transformation Programme as presented in the attached documents.

REPORT DETAIL

As previously requested by the Board, details are attached of the Council's Transformation Programme. Officers will be available at the meeting to answer questions etc and the Board is invited to scrutinise the programme.

Appendix:

Details of the Council's Transformation Programme

PRESENTED BY
SUSIE FAULKNER

JUNE 2021

TRANSFORMATION IN CHALLENGING TIMES

HAVERING COUNCIL'S TRANSFORMATION INITIATIVE



OUR CORE PRINCIPLES



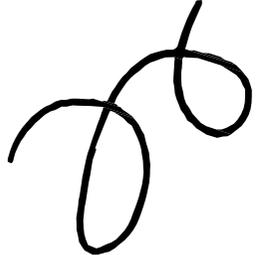
- 1 Use remote working to minimise use and cost of physical assets and reduce our carbon footprint
- 2 Ensure value for money (VfM) across the Council - creating clarity of cost structures, quality against costs and true evaluation of resources
- 3 Maximise income potential by generating or growing income (net profit) through arms-length commercial entities to invest back into services
- 4 Use data intelligently to benefit from improved insight, informed decision-making, customer experience, efficiency savings, cost-avoidance and fraud protection
- 5 Centralise core-functions such as customer service, business support, capital delivery, PMO activities and Corporate complaints, FOI and data protection
- 6 Digital council, customer and borough - 1) high quality online self-help 2) reduced paper storage and associated costs 3) enable quicker access to information
- 7 Strategic planning and commissioning: ensure that skills framework and cultural mindset are embedded within the workforce at all levels
- 8 Maximise external funding with a bespoke plan that prioritises supporting local businesses

OVERVIEW



SOME EXAMPLES OF OUR WORK

Page 15



Service Review & Redesign

SR&R has generated 48 business cases across the 5 tranches, 23 of which had been approved for initiation prior to the pandemic.

In addition qualitative benefits, the 23 approved business cases would deliver a 5-year net value of £9.675 million.

Opportunities for rationalising functions into coherent whole services (e.g. training, transport planning etc.); Commercialising technical skills and exploiting alternative delivery vehicles etc.



Better Living



Focusing on residents' 'best life, not a service life': we work alongside people, those important to them and their local community to enable them to be as independent of services as possible.



Delivering a strengths-based, asset focused practice framework to guide all staff in the new ways of working.

Setting out the change in practice and quality expectations in policies, procedures and guidance.



Together with Communities



Supported a stronger relationship between the Council and VCS partners to support residents throughout the pandemic.

Created target operating model to engage effectively with communities; established a VCS framework establishing joint goals and objectives.

Building resilience and self reliance; supporting VCS long-term funding model; measuring and monitoring community wellbeing and impact.





COVID-19 RESPONSE

Page 16
Having's Transformation initiative achieved a significant shift-in mind-set and cultural disposition across the Council's 3,500 workforce before the COVID-19 pandemic, empowering staff and giving power back to the frontline. This foundation of collaboration and cooperation strengthened and facilitated many facets of the Council's emergency response, enabling services, communities, public sector and business partners, and subject matter experts to work together effectively and at pace to protect the borough's residents and businesses.

SMART WORKING

01

The effort in 2019/20 to roll out modern laptops and equipment helped us pivot very fast into being a remote working organisation, providing advice and information to staff to support this transition. A whole toolkit of advice, how-to guides, on-line support and training by the team meant that Havering were able to respond fast and sustain effective working from home



SUSTAINABLE COMMUNITIES

02

The Council worked closely with VCS partners, coordinating the provision of food and medicine, mental health, wellbeing and self-help support. We became a beacon of good practice for response design, policy and processes, as well as thought leaders in sustainable access to food for economically vulnerable groups.



VULNERABLE PEOPLE

03

The team worked successfully in collaboration with both JCU and Adult Services to deliver Better Living and launched Local Area Coordination – realising improved management of independence and wellbeing for more vulnerable residents – and realising support and peer to peer advice to enable many of them to address their needs without recourse to statutory services.



THE HAVERING WAY

04

We have mapped and agreed the skills required to be the Havering we want to be as part of “The Havering Way” and training needs analysis. A developmental programme for all staff will roll out this autumn.



LEADERSHIP

05

We have aligned leadership development work with The Havering Way, our digital development and feedback from the staff survey. Apprenticeships, targeted development, coaching and mentoring are included in the people strategy.



SERVICE REDESIGN

06

•The team have continued to work with Services and are supporting both Digital, CRM and Service projects to realise efficiencies. It is now functioning as an internal consultancy service, saving the council money otherwise spent on third party consulting.



THE COUNCIL'S AMBITIONS

EXPECTATIONS AND OUTCOMES



- Becoming a modern, progressive organisation focused on achieving optimal outcomes for communities using innovative digital and technological solutions
- Bringing the Council's work closer to the communities it serves through effective team management and agile working practices
- Ensuring every Council employee has the requisite skills at every level to help Havering residents tackle oncoming challenges of COVID-19 on the economy, public services and public health and realise the borough's wider ambitions into recovery and beyond
- Empowering staff to champion a sense of civic pride and shared local identity which unites our rapidly diversifying population



The Transformation team is working across all Corporate Directorates to support ambitions to achieve a dramatically different operating model and way of working, based on the principles of:

- Realising an organisational culture based on pride, passion and professional purpose with a collaborative, creative and ambitious workforce
- Prioritising the impact our work has on our borough and our residents, putting them at the heart of everything we do
- Embracing digital and technological solutions to meet modern challenges and ensure our services are fit for the future
- Achieving new levels of collaboration and effective partnership working so that we are always delivering value for money
- Developing a focus on the borough and Place Leadership across all agencies and organisations



BEYOND COVID-19 AND INTO RECOVERY

* Smart Working

We have begun the process of migrating to Cloud-based, starting with O365 and developing a CRM based on D365 for early implementation, which will help us collaborate across local government and other public sector partners. Embedding cultural change, digital skills and learning lessons for remote leadership and management to help shape changes to practice, policy and culture with services and our colleagues in IT and HR. Realising long term changes to our agility, productivity and corporate wellbeing to support our overall People Strategy and encouraging staff to work locally, closer to communities, as recovery begins.

Page 18

* Sustainable Communities

We are working towards greater engagement, participation and co-working with our VCS and with our residents and business communities. Realising new partnerships to support mental health & wellbeing, a solution focussed approach to managing independence and support for housing, employment and skills and digital inclusion, amongst other examples. We are rolling out physical hubs, employment and skills training, partnering with DWP and Peabody; we have launched a food pantry, to support people who feel stigmatised by using Food Banks, we are working with the London Boroughs Food Group to improve access to affordable food and overcome barriers to eating and living healthily. We are also working with communities to develop a better understanding of their hopes and ambitions, to collaborate with them on local initiatives and to build a greater sense of belonging & pride in local areas.

* Digital

Digital effort is enabling a fundamental shift towards digital to enable the success of the Council for both residents and staff, allowing Havering to be a leader, pushing the boundaries and unleashing the talents and capabilities of the workforce. Approval for the investment of significant capital has been agreed to "fix the plumbing" of Havering's digital infrastructure and since February, we have launched the first module of the Customer Platform (CRM), rolled out improvements to cyber security, developed the specification and tender for improved audio-visual, to realise more from hybrid working and to support proposals to reduce our overall building (and carbon) footprint – enabling staff to work closer to communities and our partners. We are evaluating options for automation, improved use of artificial intelligence and robotics, to allow our workforce to focus on human activities

* Spans and Layers

We are reviewing the structure and shape of the organisation. This will create greater equivalence of job roles, improve communications, governance, processes and service rationalisation. It will also ensure we get the best for our communities, by creating a streamlined, more productive organisation, so we do more with existing resources and manage impacts of further funding reductions more effectively. This activity is linked to our wider Leadership Development programme, to our ambitions about enhancing career pathways and our offer as an employer of choice.

BEYOND COVID-19 AND INTO RECOVERY

CONTINUED

Page 19

* Training needs analysis & Leadership

We have identified the skills, competencies, culture, behaviour and capabilities that are core to our People Strategy as part of "The Havering Way" initiative. We have mapped a baseline, establishing gaps between where we are and where we need to be, to realise a modern, efficient workforce and working with HR to realise a refreshed Organisational Development Plan to meet those ambitions. An early focus has been on developing digital competence and confidence and the skills to lead and manage remotely. We are working towards becoming a landmark employer of choice, developing thought leadership, planning, commissioning and programme skills to our talent management, recruitment, recognition and reward priorities.

* Outcomes & value focus

We are mapping and baselining evidence which will support the Borough's strategic plans, focussing on people and outcomes – and will measure and manage our impact and performance in those terms, as we start to build plans for 2030 and beyond. Our ambitions are about engaging, collaborating and partnering across the Borough, building on what we learned during the pandemic. We are working towards realising better opportunities for everyone: addressing systematic inequalities and improving access to education, employment skills, economic and social inclusion – and realising improved health and wellbeing outcomes for our Borough as a whole.

* Service redesign

Work has been developed with Childrens' Services, Housing, Neighbourhoods and the Business Support Review, to review and redesign functions, structures and opportunities for transformational change, to realise improved target operating models and to reduce wasteful processes and duplication of effort, wherever possible. Funding from the Transformation Reserve was withdrawn in the autumn, and the programme has been developing an internal consultancy function, which recharges support to services, reducing the costs of external consultancy, as a more sustainable model of the future.

THANK
YOU FOR
LISTENING



Susie Faulkner
Transformation Programme Director

Email:
Susie.Faulkner@haverling.gov.uk

Feel free to make this an open discussion for
questions and clarifications



Overview and Scrutiny Board Annual Report 2020/2021

CHAIRMAN'S FOREWORD

I am delighted to give this short introduction to the summary of the Board's work during the 2020-2021 municipal year.

The Board has been pleased this year to formalise its role in pre-decision scrutiny and further details of this are given below. The selective use of the call-in powers have also lent an effective role and the Board's budget scrutiny and topic group work are also detailed below.

I would like to place on record my thanks to the other members of the Board and all the Council officers, who have supported the Board's work during such a challenging time. The annual reports of the respective Overview and Scrutiny Sub-Committees are attached to this report for information.

I commend this annual report and am pleased to submit it to the Overview and Scrutiny Board for approval to refer on to full Council.

REMIT AND MEMBERSHIP OF THE COMMITTEE

The Board has responsibility for hearing all requisitions ('call-ins') of Council decisions. The Board also leads on the pre-decision scrutiny of forthcoming Council plans and decisions.

The Overview and Scrutiny is also responsible for scrutiny of the following areas:

- Strategy and commissioning
- Partnerships with Business
- Customer access
- E-government and ICT
- Finance
- Human resources
- Asset Management
- Property resources
- Facilities Management
- Communications

- Democratic Services
- Social inclusion
- Councillor Call for Action

The Members on the Overview and Scrutiny Board during the year were:

Councillor Darren Wise (Chairman)

Councillor Michael White (Vice-Chairman)

Councillor Ray Best

Councillor Judith Holt

Councillor Sally Miller

Councillor Philippa Crowder

Councillor Nisha Patel

Councillor Christine Smith

Councillor Maggie Themistocli

Councillor Ray Morgon

Councillor Barry Mugglestone

Councillor Linda Hawthorn

Councillor Christopher Wilkins

Councillor Graham Williamson

Councillor Natasha Summers

Councillor Keith Darvill

OVERVIEW AND SCRUTINY BOARD – REVIEW OF ACTIVITY, 2020/21 MUNICIPAL YEAR

1. Pre-decision Scrutiny

The Board agreed during the year a protocol for pre-decision scrutiny and has, during the course of the year, sought to use this important part of the Council's decision making process, in the most appropriate way. The issues selected for pre-decision scrutiny, together with the main comments agreed by the Board for consideration by Cabinet were as follows:

Corporate Parenting Strategy – The Board emphasised the importance of training in the corporate parenting role being made available to all Members

and the need for a sufficiently robust and consistent set of performance indicators. There was also a wish to see as much involvement as possible in the strategy of Looked After Children themselves.

Prevention of Homelessness and Rough Sleeping Strategy – Areas commented on by the Board included the risk to the strategy if Central Government funding was not to be continued, the need for a clear policy for homeless people in Havering coming from other boroughs and that the Equalities Impact Assessment of the strategy be fully taken into account.

Parks and Open Spaces Byelaws – Members commented that byelaws should be fully enforced, particularly during night-time hours and that all responses to the consultation on the byelaws should be carefully considered. Members also felt that careful consideration should be given to the policy around cycling in parks.

Inclusive Growth Strategy and Implementation Plan – The Board's comments to Cabinet on this issue included the wish to prevent 'dirty' industries coming into Havering, the need for clear timescales and targets in the implementation plan and that the strategy emphasised the importance of continuing to invest in small, local shopping parades.

2. Call-in of Executive Decision

At its October meeting, the Board considered a call-in of an Executive Decision concerning the disposal of land at Hall Lane Pitch & Putt Course, Upminster. The Board discussed a number of issues including the viability of the Hall Lane facility, the cost of any remedial works and methods to protect trees on the site.

The Board voted to not uphold the requisition by 8 votes to 7 with 1 abstention.

3. Budget Issues

Throughout the year the Board has undertaken its role of overall scrutiny of the Council's budget. This has of course focussed on the impact of the Covid-19 pandemic on the Council's finances.

At its February meeting, the Board considered reports on the Council's budget proposals for the 2021/22 financial year. Comments on the budget that the Board agreed to pass to Cabinet for consideration included that the reports contained a lack of detail on what the impact of proposed savings would be on current service delivery, that consideration be given to the use of remote meeting technology to facilitate a higher level of consultation responses and

that the Board receive more details on the Better Living project and the Council's Transformation Programme.

4. Topic Groups

The Board established the following topic groups during the year under review:

Covid-19 pandemic command response – This review held informative discussions with senior Council officers, as well as representatives of the Police, on the impact of the pandemic on local command and response structures. The topic group's report was agreed at the meeting of the Board in March and will be considered by the Cabinet in due course.

Covid-19 – Impact of the Pandemic on Care Homes and the Third Sector – This topic group held positive discussions with representatives of both local care homes and Third Sector organisations providing care services on behalf of the Council. Having also received input from Healthwatch Havering, the group is now formulating its report which is expected to be presented to the Board early in the new municipal year.

Debt recovery – This review, which is in its early stages, will be seeking to understand current officer collection rates and reduce outstanding debts as well as investigating any changes to this as a result of the pandemic.

Corporate Complaints Process – Following a referral from the Adjudication and Review Committee, the Board has agreed to establish a topic scrutinising aspects of the Council's Corporate Complaints Process. The scope of the group is due to be considered by the Board early in the new municipal year.

IMPLICATIONS AND RISKS

Financial implications and risks:

None – narrative report only.

Legal implications and risks:

None – narrative report only.

Human Resources implications and risks:

None – narrative report only.

Equalities implications and risks:

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

BACKGROUND PAPERS

None.

This page is intentionally left blank

Children and Learning Overview and Scrutiny Sub-Committee Annual Report 2020/2021

CHAIRMAN'S FOREWORD

It has been said an infinite number of times, but last Municipal Year 2020-2021 was unprecedented, the COVID-19 pandemic challenging Government locally and nationally in ways previously unthinkable.

Restrictions caused formal scrutiny in terms of meetings of the Overview and Scrutiny Sub-Committee (OSSC) and the Corporate Parenting Panel (CPP) to cease for the six months March to September 2020. During this time, however, Councillor Holt had monthly telephone briefings with Mr. Robert South, Director of Children's Services, to ensure all possible work was being carried out to maintain support for Havering's children in schools and in care, albeit safely with regards to COVID-19. Certain aspects of safeguarding of children and young people need to happen face-to-face and cannot be substituted by Zoom meetings etc.

Since September, the OSSC and CPP have met again virtually. The need to adapt and be flexible with working methods as a consequence of the pandemic was recognised. Nonetheless, scrutiny was carried out on the Children's Services Budget, Complaints Report and Semi-Independent Living Provision, with a topic group formed to scrutinise the Impact of COVID-19 on Education in Havering.

Within the CPP, topic groups have recently been established to scrutinise the implementation of the new Corporate Parenting Strategy. These groups will focus on Education and Training, Health, Housing / Accommodation and Participation.

Most recently, as a result of work by the Overview and Scrutiny Board, scrutiny of all secondary schools outcomes has commenced by the OSSC. Although all secondary schools in Havering, plus a significant number of primary schools, are now academies, it remains the responsibility of the Borough to overview their performance, in a variety of ways, to ensure the raising of standards and the best outcomes for our children.

Finally, I should like to congratulate Mr. Robert South on being appointed permanently as Director of Children's Services and look forward to the sub-committee continuing to work with him next municipal year and in the future.

Councillor Judith Holt

Chairman, Children and Learning Overview and Scrutiny Sub-Committee / Corporate Parenting Panel

REMIT AND MEMBERSHIP OF THE COMMITTEE

This report is the annual report of the Sub-Committee, summarising the Sub-Committee's activities during its year of operation ended March 2021.

It is planned for this report to stand as a public record of achievement for the year and enable Members and others to have a record of the Committee's activities and performance.

TERMS OF REFERENCE

The areas scrutinised by the Sub-Committee are:

- School Improvement (BSF)
- Pupil and Student Services (including the Youth Service)
- Children's Social Services
- Safeguarding
- Adult Education
- 14-19 Diploma
- Scrutiny of relevant aspects of the LAA
- Councillor Calls for Action
- Social Inclusion

SUB-COMMITTEE MEMBERSHIP

Councillor Judith Holt (Chairman)
Councillor Gillian Ford (Vice-Chair)
Councillor Michael Deon Burton
Councillor Tony Durdin
Councillor Tele Lawal
Councillor Sally Miller
Councillor Carol Smith
Councillor Christine Vickery
Councillor Reg Whitney

Statutory Member representing the Churches:

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

Statutory Members representing parent governors:

Mrs Julie Lamb (Special)
Mrs Kathy Freeman (Primary)

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

Mr Ian Rusha (NEU)

REVIEW OF ACTIVITY

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

ADOPT LONDON EAST – ANNUAL REPORT

At its meeting in September 2020, the Sub-Committee received the annual report for Adopt London East. The report outlined that all adoption agencies are required to provide an annual report to their governing bodies and to elected Members in all partnership Local Authorities.

The report provided a summary of the development and functions of the agency including performance information for 2019/20. Appended to the report was the Havering specific performance information.

PRESENTATION ON THE INITIAL RESPONSE OF CHILDREN'S SERVICES TO COVID-19

The Sub-Committee received a presentation on the initial response of the service to the Covid 19 pandemic.

Members agreed to establish a Topic Group to scrutinise the Impact of COVID-19 on Education in Havering.

Its terms of reference was to review how Education from 0-18yrs (25yrs for SEND) has been impacted by COVID-19. The Group will consider what actions have been taken by the Council and partners from the start of the Pandemic, the impact on the children and young people, and the actions that need to be taken going forward.

CHILDREN'S SOCIAL SERVICES BUDGET

The Sub-Committee received a report that detailed the monitoring position for the service for 2020/21. The report provided a full statement on the estimated costs and income lost relating to the COVID pandemic and also provided details of the pressures faced by the service and savings that are unlikely to be achieved in 2020/21 due to delays caused by the pandemic.

The report detailed that the financial implications on budgets for 2020/21 continue to be appraised fully during the year to assess the effects of Covid-19 and recovery plans, and any further peaks of the pandemic that may have an impact on demand for services in the autumn. The actual spend at period five was £0.236m, although the Directorate was projecting Covid-19 related expenditure of £0.836m for 20/21.

CHILDREN'S SERVICES ANNUAL COMPLAINTS REPORT 2019-20

The Sub-Committee received the Children's Services Annual Complaints report 2019-20. The annual report was a requirement for monitoring by Members as part of the Children Act 1989 Representations Procedure (England) Regulations 2006.

It was noted that Complaints in 2019-20 decreased by 25% in 2019-20 (80) compared to 2018-19 (106) with a small number of complaints made by Young People (8). The number of enquiries trebled relating to ongoing Court proceedings or Court decisions outside of Children's Services remit. There continues to be a steady number of complaints escalating to Stage 2 investigations in 2019-20 (6) and was at the same level as in 2018-19.

The Sub-Committee was informed that many complaints received continue to be regarding the unwelcomed intervention of Children's Services which reflected in Intervention & Support Services receiving the highest number of complaints in 2019-20 and 'attitude/behaviour of staff' being the highest reason. There have been a decrease of complaints received by Triage Multi Agency Safeguarding Hub (MASH) & Assessments by 59% in 2019-20(13) compared to 2018-19(32).

CHILDREN'S SERVICES COMPLAINTS COMMENTS & COMPLIMENTS POLICY

The Sub-Committee received the Children's Services Complaints, Comments and Compliments Policy. It was stated that local authorities have a statutory requirement for complaints which are set out in The Children Act 1989 section 26 and The Children Act 1989 Representations Procedure (Children) Regulations 2006.

The Sub-Committee noted that the policy sets out how the service would deal with statutory complaints and compliments.

The Policy outlined the statutory complaints process for Children Services for children or young person who are looked after by the local authority or child in need, fostering, adoption or Special Guardianship arrangements and care leavers to the local authority.

The report informed that the services was committed to using complaints as a learning tool to help improve practice and standards and compliments to inform good practice through quarterly Service Improvement Boards.

SECONDARY SCHOOLS OUTCOME – 2020

Following a motion at Council, it was agreed that the Sub-Committee receive an update report on the outcomes of the 2020 statutory assessments within the

secondary sector. The report included headline figures for attainment and progress at GCSE and attainment at A-Level.

It was explained that Havering schools and academies performed better in relation to national standards, outcomes across London, and in comparison to statistical neighbours.

The Sub-Committee noted that it remains the responsibility of the service to monitor performance in a variety of ways, to ensure the raising of standards and the best outcomes for Havering children.

SEMI INDEPENDENT PROVISION AND MONITORING ARRANGEMENTS

The Sub-Committee received a presentation that detailed the management and engagement of providers offering Semi-Independent Living Accommodation in Havering.

The report informed the Sub-Committee that the number of new children becoming 'Looked After' was on the decline but children were remaining Looked After for longer periods of time.

It was noted that the duty placed on the Local Authority means that they now have a responsibility for Young People who are care experienced up to the age of 25 years. It was explained that semi-independent provision is not regulated by Ofsted or the CQC, however, local authorities have a responsibility to ensure the appropriateness of the provision and home for the young people being placed. This type of provision is mainly used for young people aged 16 and above. Semi-independent units are staffed 24 hours a day, 7 days a week.

CORPORATE PERFORMANCE INDICATORS

Throughout the year the Sub-Committee continued to receive the quarterly performance reports that had previously been reported to Cabinet and Demand Pressure Dashboards which illustrated the growing demands on Council services and the context that the performance levels set out in the reports had been achieved within.

The update provided an overview of performance against the six performance indicators currently monitored by the Sub-Committee in 2020/21.

THE CORPORATE PARENTING PANEL

The Corporate Parenting Panel met periodically throughout the year, a new innovation was introduced with support from officers establishing Topic Groups to scrutinise the implementation of the new Corporate Parenting Strategy. These groups will focus on Education and Training, Health, Housing / Accommodation and Participation.

IMPLICATIONS AND RISKS

Financial implications and risks:

None – narrative report only.

Legal implications and risks:

None – narrative report only.

Human Resources implications and risks:

None – narrative report only.

Equalities implications and risks:

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

BACKGROUND PAPERS

Minutes of meetings of Children and Learning Communities Overview and Scrutiny Sub-Committee.

Crime & Disorder Overview and Scrutiny Sub-Committee Annual Report 2020/2021

CHAIRMAN'S FOREWARD

When I was appointed as Chair of the Crime and Disorder Overview Scrutiny Committee, none of us could have had any idea as to how our lives were to change in such a short period of time. As soon it became apparent that I was going to be unable to chair any meetings I asked for my Special Responsibility Allowance to be stopped until such times as such meetings could be held virtually by Zoom. This covered the period of May 2020 until September 2020.

This has been a particularly difficult year for all of us and we have all had to get used to a new normal.

I would like to express my sincere thanks to all the Council Officers that have worked so hard in working through the various changes in legislation. To the Community Safety Teams for their exceptional work in responding to breaches of COVID and supporting local businesses through the various lockdown rules.

I would like to express my sincere and heartfelt thanks to all the local Police Officers who continued to keep our communities safe during the most difficult of years and in ever changing circumstances.

Over the years I have worked with the Met Police I have been lucky enough to get to know many of our local officers and throughout the pandemic I have been immensely impressed with their professionalism, dedication and enthusiasm.

I would like to congratulate the HJTF Police Officers on the exceptional work they have undertaken since they were formed early last year. There are 5 PCs within this team that are funded by Havering Council and they have worked closely with Council Officers in enforcing lock down restrictions and working with Trading Standards on Operation Scaffold. In addition and with overtime funded by the Met Police they have run several Operation Gambler cross border operations with Essex Police, traffic teams, dog units and special constables. So far they have arrested over 500 suspects. In one two night operation in March of this year they arrested 21 suspects and recovered 7 stolen vehicles in which drugs and weapons were found ¹. They have also taken a significant number of weapons off our streets and undertaken operations to fine and move on the Drifters that continue to meet in Ferry Lane.

¹ Statistics taken from @MPSHavering Twitter Account.



As we head out of lockdown I will continue to work with Council Officers and Police Officers to respond to any issues that impact the lives of our residents.

Councillor Sally Miller BCAC
Chair Crime and Disorder Committee

REMIT AND MEMBERSHIP OF THE COMMITTEE

The Crime & Disorder Overview & Scrutiny Sub Committee exercises the functions conferred by the Police & Justice Act. The Committee scrutinises the Council's joint working with the Police and other public agencies that deal with crime and disorder. The Members on the Health Overview and Scrutiny Sub-Committee during the year were:

Councillor Sally Miller BCAC (Chairman)
Councillor Matt Sutton (Vice-Chairman)
Councillor Tele Lawal
Councillor John Tyler
Councillor Michael Deon-Burton
Councillor John Crowder
Councillor Jan Sargent

Review of Activity

This report is the annual report of the Sub-Committee, summarising the Sub-Committee's activities during its year of operation ended May 2021.

It is planned for this report to stand as a public record of achievement for the year and enable Members and others to have a record of the Sub-Committee's activities and performance.

During the year under review, the Sub-Committee formally met on 3 occasions and dealt with the following issues:

COUNCIL'S NEW ENFORCEMENT STRUCTURE

The Sub-Committee received a brief on the Council's new enforcement structure, which commenced on 1st June 2020. The new structure was put in place to unify the structure that was in place to tackle anti-social behaviour and all aspects of environmental nuisance.

REVIEW OF COUNCIL FUNDING POLICE OFFICERS

The Sub-Committee received an update on the activity of the Havering Joint Task Force, agreed under S.92 of the Police Act 1996, in their first 6 months of operation in Havering.

The report outlined that the Force consisted of 1 Sargent and 5 Constables and was launched in January 2020 with a view to address a range of issues across the Borough and had made a total of 104 arrests, of which one was the Boroughs most wanted Burglary suspects, and recovered 45 stolen vehicles.

EAST AREA VIOLENCE SUPPRESSION UNIT (VSU) UPDATE

The Sub-Committee were given an update on the East Area VSU which was formed in May 2020 and composed of 20 officers led by a single Detective Inspector. The Sub-Committee were advised that the VSU had made 478 arrests with 2245 stop & searches alongside 2 key operations. The Sub-Committee was also updated on the East Area BCU Drugs Focus Desk which ensured drugs supply offenses were dealt with robustly and was formed in June 2020.

DOMESTIC ABUSE IN HAVERING - UPDATE REPORT

The Sub-Committee was updated on the delivery of the Council's Violence Against Women and Girls Strategy 2019-22 which was approved by Cabinet in March 2019.

The Sub-committee was given an overview on the level of domestic abuse in Havering, was briefed on the Multi Agency Risk Assessment Conference (MARAC) which focused on sharing information to evaluate and act upon high risk cases and was given an outline on the work being done to support children who were victims of domestic abuse.

CORPORATE PERFORMANCE REPORTING

Throughout the year, the Sub-Committee had received reports on the outcome of performance against the indicators which fell within the Sub-Committees remit.

IMPLICATIONS AND RISKS

Financial implications and risks:

None – narrative report only.

Legal implications and risks:

None – narrative report only.

Human Resources implications and risks:

None – narrative report only.

Equalities implications and risks:

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

BACKGROUND PAPERS

None.

Environment Overview and Scrutiny Sub-Committee Annual Report 2020/2021

CHAIRMAN'S FOREWORD

I am pleased to write this foreword to the summary of the Sub-Committee's work during the 2020-2021 municipal year.

The Sub-Committee's work has, of course, been dominated by the impact of the Covid-19 pandemic. We have nevertheless sought to maximise the impact of the Sub-Committee's work whilst also being mindful of the increased workload on Council officers as a result of the pandemic.

I would like to take this opportunity to express my thanks to the other members of the Sub-Committee and all officers who supported our work during such a challenging time. I hope the report acts as a good summary of our work this year.

I commend this annual report and am pleased to submit it to the Overview and Scrutiny Board.

Councillor Maggie Themistocli
Chairman, Environment Overview and Scrutiny Sub-Committee

REMIT AND MEMBERSHIP OF THE COMMITTEE

Terms of Reference

The areas scrutinised by the Committee are:

- Environment
- Transport
- Environmental Strategy
- Community Safety
- Streetcare
- Parking
- Social Inclusion
- Councillor Call for Action

SUB-COMMITTEE MEMBERSHIP

Councillor Maggie Themistocli (Chairman)
Councillor Michael Deon Burton (Vice-Chair)
Councillor Carole Beth
Councillor Nic Dodin
Councillor Dilip Patel
Councillor Darren Wise

COVID - 19 UPDATE FOR ENVIRONMENTAL SERVICES

The Sub-Committee received a presentation that detailed the impact of the Covid-19 pandemic and how this had required Environmental Services to change its level of service.

It was noted that Business Continuity plans had been enacted across services and that all office based staff were told to work from home. Some staff were moved to support other work areas within the Council and in some cases the Council made use of agency staff to cover those who were 'unable' to work.

It was noted that there had been a loss of income across the service, emanating largely from the Parking service. There had also been a loss of external funding, mainly from Transport for London (TfL).

With regards to Highways and Transport, TfL funding was now only available for schemes supporting safe cycling and walking. Consultation on small highways schemes had re-started.

It was stated that staffing levels are now back to normal, however, some services were still working with reduced staffing in vehicles and there was still reduced levels of cleansing in blocks.

The Sub-Committee placed on record their thanks to staff who had continued to provide a good service to residents of the borough during testing times.

EAST LONDON JOINT RECYCLING AND WASTE STRATEGY AIMS AND OBJECTIVES - FORMAL ADOPTION BY CONSTITUENT COUNCILS

Members received a report that provided an overview of the rationale for developing a new East London Joint Resources and Waste Strategy (ELJRWS) that will set out how waste and recycling services in Barking and Dagenham, Havering, Newham and Redbridge would be developed leading up to and beyond the end of the existing waste disposal contract in 2027.

The East London Waste Authority had formally approved a set of aims and objectives for the joint strategy, and these were now being brought to the Cabinets in the Constituent Councils for consideration and to confirm that all Partner Authorities were

in accord. The draft aims and objectives set out what it is the partners aimed to achieve together and provide a frame work within which the Partners can broadly seek to determine such factors as:

- What East London's waste was going to look like in the future;
- How much of it there will be;
- How much that can be reduced by;
- How much could be diverted for reuse;
- How much could be collected for recycling in a condition that meets market needs, and;
- What treatment solutions would be used to deal with what was left over.

COUNCILLOR CALL FOR ACTION - ENFORCEMENT OF WEIGHT LIMIT ZONE - RAINHAM VILLAGE

In accordance with Overview and Scrutiny Committee Procedure Rule 9, a Councillor Call for Action was received by the sub-committee.

The report before Members detailed a proposal following a request from Ward Councillors to consider an appropriate solution to the high volume of complaints being received regarding the speed and frequency of Heavy Goods Vehicles (HGV's) travelling through Rainham Village (Upminster Road South and Wennington Road.) It was understood the majority of these nuisance vehicles are traveling to and from the industrial estates on Ferry Lane and Lamson Road.

The Sub-Committee considered the report and agreed that the actions currently being taken by officers to address the issue were appropriate and made no further recommendations to the service.

BRIEFING ON GREEN SPACE VERGE CONVERSIONS

The Sub-Committee received a briefing concerning a number of complaints received by the service over the last few years from members of the public and requests to Councillors asking that green space be converted to parking bays. It was decided that areas from which requests were being received be considered for this work and funds be found for converting green space to hard standing parking areas.

The service contacted all Councillors and asked them to provide details of areas where they were getting pressure from residents requesting verge conversion work. This information had been collated along with direct requests from residents. An external consultancy was commissioned to carry out a review of over 70 locations and to provide a report on the findings with recommendations for each location. Out of the 70 locations, 48 were found not to need conversion to hard standing, some of these would, however, benefit from the addition of yellow lines to aid access etc. This had left 22 locations which were then scored. Locations were then scored based on various criteria as detailed in the draft report. The report detailed that eight locations were to be progressed.

CRM - GARDEN GREEN WASTE DISCOVERY- SHOW & TELL

The Sub-Committee received a presentation on garden green waste. It was noted that following support from an external company, the Green Waste service had received an excellent response from a recent user survey. As of 1st December 2020, work was being undertaken looking at how to optimise the service, addressing issues resulting from feedback of external and internal sources.

Overall aims of the service review included:

- Designing the service around a resident-centric approach
- Where possible automating manual tasks and functions
- Reducing carbon footprint by shifting paper processes to online or email

It was stated that, under the revised Green Waste Programme, digital information would be an opt-in service so paper based information would not be abolished completely, allowing residents without internet access to still use the service.

AIR QUALITY - ACTION PLAN

The Sub-Committee received a briefing on the air quality action plan that was approved by Cabinet in 2018. The purpose was to accomplish compliance with the national air quality goals. The plan outlined the actions Havering Council will take to improve air quality within the Borough between 2018 – 2023.

There were four main areas within the action plan:

- Air quality modelling and monitoring
- Public health awareness and encouraging smarter travel
- Building emissions and development
- Transport emissions

UPDATE ON THE ENVIRONMENTAL POLICIES AND CLIMATE CHANGE REVIEW

Members received a briefing on a number of Environmental and Climate change themed policies which needed to be updated and modernised to reflect the contemporary way Havering Council was operating.

It was stated that success was based on having outlined clear actions which can be measured by strong governance and effective consultation.

Member discussions had developed key emerging themes that there should be an emphasis on practical actions which benefit residents, businesses and the wider stakeholders in the Borough.

It was agreed that Members of the topic group on climate change would be sought both from the Sub-Committee and from any other non-executive Members who may be interested. The scope of the review would be agreed at the first meeting of the topic group and then brought to the Sub-Committee for approval.

PARKING FEES AND CHARGES 2021/22

Members received a presentation on the Parking Tariffs in 2020.

The Sub-Committee noted that during the financial year April 2020 to March 2021, the council had experienced changes to parking due to the Covid pandemic. It was stated that parking enforcement, fees and charges were suspended between April 2020 and September 2020.

The Sub-Committee was informed that in August 2020, fees and charges were reintroduced with pragmatic Covid 19 measures to support the local community and enforcement was reintroduced in September 2020.

It was explained that before the reintroduction of parking fees and enforcement the Council made the following changes due to the Covid pandemic:

- The Havering Hero Permit – this was for key workers such as carers and NHS staff and supports vulnerable residents to receive services at home
- One hour free parking on street
- A 20% discount in council car parks
- A better cashless parking service with Ringo

RECYCLING FUTURE WAYS

The Sub-Committee received a report that outlined the current and future potential waste and recycling provision in Havering.

The presentation covered the following areas:

- Havering's current position, including Covid-19 impacts on recycling and waste generation.
- The addition of more materials to the recycling stream and other methods of material capture for recycling.
- Upcoming legislation that may impact on waste collection in Havering.
- Future service planning.

The Sub-Committee was informed a further consultation was due in the spring with the following likely changes:

- Mandated separate weekly food waste collections by 2023
- Consistent set of materials for recycling
- Producer pay / compliance schemes / possible funding of collections
- Deposit return schemes introduced
- Introduction of a plastic tax
- Free garden waste collections being considered

CLIMATE CHANGE TOPIC GROUP – SCOPE

The Sub-Committee considered a report that detailed the scope of the Climate Change Topic Group.

The scope of the topic group was required under the Overview and Scrutiny Procedure Rules to be presented to the Sub-Committee for approval.

The Sub-Committee approved the following scope for the Topic Group:

- To recommend new Council policies on carbon emissions in light of tackling change.
- That in view of other Councils having declared a Climate Emergency, to consider what action, if any, Havering should take in light of this trend.
- To consider if the Cabinet should have a lead portfolio holder for climate change or if should it be added to an existing portfolio or be part of every Cabinet Member role.
- To recommend what Council policies may need to be reviewed and refreshed.
- To investigate whether the themes of the overall Sustainability and Efficiency Policy are sufficient or if in anything should be added and to consider if the proposed actions under each theme are robust and measurable.
- To consider how the Council can develop a narrative with the community on the actions being taken by Havering Council to tackle climate change.
- To review any other related issues that may emerge as a result of the topic group's scrutiny.

CORPORATE PERFORMANCE INDICATORS

Throughout the year the Sub-Committee continued to receive the quarterly performance reports that had previously been reported to Cabinet and Demand Pressure Dashboards which illustrated the growing demands on Council services and the context that the performance levels set out in the reports had been achieved within.

IMPLICATIONS AND RISKS

Financial implications and risks:

None – narrative report only.

Legal implications and risks:

None – narrative report only.

Human Resources implications and risks:

None – narrative report only.

Equalities implications and risks:

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

BACKGROUND PAPERS

Minutes of meetings of Environment Communities Overview and Scrutiny Sub-Committee

This page is intentionally left blank

Health Overview and Scrutiny Sub-Committee Annual Report 2020/2021

CHAIRMAN'S FOREWORD

I am pleased to write this short introduction to the summary of the Sub-Committee's work during the 2020-2021 municipal year.

The Sub-Committee's work has of course been dominated by the impact of the Covid-19 pandemic. We have sought to understand the impact of Covid-19 on local health services whilst also being conscious of not adding unnecessarily to NHS colleagues' workload at such an unprecedented time. We will of course continue to scrutinise the performance of local health services as we move, we all hope, into the period of post-Covid recovery for the country as a whole.

The Sub-Committee has continued to enjoy a positive and productive relationship with Healthwatch Havering – an organisation representing the users of local health services. Healthwatch officers have brought a number of reports to the Sub-Committee and further details are given overleaf.

I would like to place on record my thanks to the other members of the Sub-Committee and all officers, both from the Council and the NHS, who have supported the Sub-Committee's work during such a challenging time.

I commend this annual report and am pleased to submit it to the Overview and Scrutiny Board.

REMIT AND MEMBERSHIP OF THE COMMITTEE

The Health Overview and Scrutiny Sub-Committee undertakes the Council's Health Scrutiny function as granted under the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013. This allows the scrutiny of health services provided to Havering residents by NHS bodies, in addition to those provided by the Council.

Scrutiny regularly takes place of services provided by a number of NHS bodies including, but not limited to, Barking, Havering and Redbridge University Hospitals NHS Trust (BHRUT) North East London Commissioning Group (CCG) and the North East London NHS Foundation Trust (NELFT).

The Members on the Health Overview and Scrutiny Sub-Committee during the year were:

Councillor Nisha Patel (Chairman)
Councillor Ciaran White (Vice-Chair)
Councillor Philippa Crowder
Councillor Nic Dodin
Councillor David Durant
Councillor Darren Wise

Review of Activity

During the year under review, the sub-committee dealt with the following issues:

1. Performance Information

Throughout the period under review, the Sub-Committee has sought to keep up to date with performance information from local NHS bodies. Discussions with BHRUT have of course focussed on the impact of Covid-19 on services. This included the unavoidable suspension of many less urgent services during the peak of the pandemic. The Sub-Committee was pleased to note that many trauma and cancer services were provided by the independent sector on behalf of the NHS and that some hospital services have restarted recently as Covid pressures have eased somewhat.

Information on NELFT performance that the Sub-Committee scrutinised covered areas such as the performance of Child and Adolescent Mental Health Services and antenatal checks completed by health visitors.

2. Healthy Child Programme

The Council's Senior Public Health Specialist briefed the Sub-Committee on the Healthy Child Programme which had commissioned new contracts for the Council's health visiting and school nursing services. The new contracts had commenced in April 2020 and the Sub-Committee noted the impact of Covid-19 on these services which had nevertheless continued to be provided.

3. Housing Strategy

The Sub-Committee was briefed on the Council's draft housing strategy and its links with public health. The strategy was due to be submitted for public consultation and emphasised the importance to health of the provision of balconies, green spaces etc in developments.

4. Covid-19

Updates on the position with Covid-19 in Havering have continued to be received by the Sub-Committee as NHS colleagues have continued to deal with the second wave of Covid cases. Members have sought to understand the impact of the virus on hospital staff and the position with the vaccination programme locally. The Sub-Committee has supported the provision of consultations and appointments virtually, provided this does not lead to incidences of digital exclusion.

5. Joint Health Overview and Scrutiny Committee (JHOSC)

Councillors Patel, Dodin and White have represented the Sub-Committee on the JHOSC which scrutinises NHS matters affecting the Outer North East London area. The work of the JHOSC was also impacted by the Covid-19 pandemic with responses to the pandemic scrutinised along with progress with the vaccination across the region.

Other areas scrutinised by the JHOSC have included the move of location of the NELFT prosthetics centre from Harold Wood to a site in Billericay and plans for NHS investment in projects such as the former St George's Hospital site and the redevelopment of Whipps Cross Hospital. The move towards a single CCG for North East London as well as an Integrated Care System for the region have also been brought to the JHOSC for scrutiny during the year.

6. Healthwatch Havering

The Sub-Committee has continued to enjoy a good relationship with Healthwatch Havering and the organisation has used its legal powers to bring a number of reports to the Sub-Committee during the year. These have included investigations on the role of care homes during the pandemic, the extent of NHS dental services in Havering and a review of GP practice websites.

IMPLICATIONS AND RISKS

Financial implications and risks:

None – narrative report only.

Legal implications and risks:

None – narrative report only.

Human Resources implications and risks:

None – narrative report only.

Equalities implications and risks:

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

BACKGROUND PAPERS

None.



Individuals Overview and Scrutiny Sub-Committee Annual Report 2020/2021

CHAIRMAN'S FOREWORD

This previous year presented many challenges for Adult Social Care and for the care homes in our Borough with the ongoing COVID-19 restrictions and lockdown with many residents in care homes unable to see their families and, unfortunately, some residents losing their battles with COVID-19. My thoughts and prayers are with all those who lost loved ones during this difficult year.

I am extremely proud of all the work the care homes and care providers have done this year to ensure the safety of our vulnerable residents whilst upholding the high quality of care our residents deserve. The PPE rollout to care settings was quick, efficient and ensured our care workers and residents were protected at all times.

I would like to thank all the volunteers and voluntary sector organisations who made telephone calls to our isolated residents offering support and a friendly voice to talk to when they were needed the most. I would also like to thank all the volunteers at the vaccination centres who have been very friendly and well-organised, which has enabled the effective and brisk rollout of the vaccine which has been vital to the protection of not only the most vulnerable in our community, but the Borough as a whole.

I would finally like to thank and praise Barbara and her fantastic team for how they rose to the occasion and reacted swiftly and effectively to support the vulnerable residents in our Borough and how they, alongside Healthwatch Havering, kept the members of this Committee up to date with their detailed reports and briefings.

Kind regards,

Cllr Christine Smith, Chairman of the Individuals Overview & Scrutiny Sub-Committee

REMIT AND MEMBERSHIP OF THE COMMITTEE

The Individuals Overview and Scrutiny Sub Committee undertakes the Council's scrutiny function with regard to adult social care services, which looks after elderly and vulnerable residents and safeguards those at risk. In general, the Committee is able to look at any issue involving social care services for adults in the borough.

The Committee's focus is strategic and policy-orientated, which means that it isn't the place to consider individual complaints or concerns. However, the Committee does look at how the Council is caring for its frail and elderly population. It can question Cabinet members, officers and other organisations to ensure that the borough looks after the vulnerable.

In the year under review, the Sub-Committee's membership was as follows:

Councillor Christine Smith (Chairman)
Councillor Michael White (Vice-Chair)
Councillor Ciaran White
Councillor Nic Dodin
Councillor Linda Van den Hende
Councillor Denis O'Flynn
Councillor David Durant
Councillor Jan Sargent

Review of Activity

This report is the annual report of the Sub-Committee, summarising the Sub-Committee's activities during its year of operation ended May 2021.

It is planned for this report to stand as a public record of achievement for the year and enable Members and others to have a record of the Sub-Committee's activities and performance.

During the year under review, the Sub-Committee met formally on 4 occasions and dealt with the following issues:

ADULT SOCIAL CARE - COMPLAINTS REPORT

The Director of Adult Services presented the Adult Social Care Complaints Annual Report to the Committee. This detailed the complaints, enquiries and compliments received during the period April 2019 to March 2020.

There was a statutory requirement to publish the report annually.

COVID-19 UPDATES

The Sub-Committee received a presentation on how the COVID-19 pandemic affected care homes, care settings and vulnerable adults across the borough.

ADULT DAY CENTRES

The Sub-Committee received a presentation on Adult Day Centres and how they were affected by the COVID-19 pandemic and lockdowns. This updated the members on

how the centres' users were interacted with during the lockdowns and the ongoing efforts by staff to ensure users are safely returned to the centres.

HOSPITAL DISCHARGES

The Sub-Committee were given an overview of the discharge processes into key Adult Social Care services, the changes put in place to support flow during the COVID-19 pandemic, the challenges and the plans for future system development.

CORPORATE PERFORMANCE INDICATORS

Throughout the year the Sub-Committee continued to receive the Quarterly Performance Reports that had previously been reported to Cabinet and Demand Pressure Dashboards which illustrated the growing demands on Council services and the context that the performance levels set out in the reports had been achieved within.

IMPLICATIONS AND RISKS

Financial implications and risks:

None – narrative report only.

Legal implications and risks:

None – narrative report only.

Human Resources implications and risks:

None – narrative report only.

Equalities implications and risks:

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

BACKGROUND PAPERS

None.

This page is intentionally left blank



Towns and Communities Overview and Scrutiny Sub-Committee Annual Report 2020/2021

CHAIRMAN'S FOREWORD

Members,

This year has been difficult for all our residents including those in council-run properties, social care and all other public services.

I would firstly like to thank all of the staff at the Council who have worked tirelessly throughout the pandemic to maintain the high standards our residents are used to. They have done a superb job in ensuring that all residents in our Borough, including the most vulnerable have had access to homes throughout the COVID-19 pandemic.

During the past year, my fellow Councillors and I on the Towns and Communities Overview and Scrutiny Sub-Committee have spent considerable time scrutinising and investigating the repairs programme, specifically why problems arose and how the Council could reduce the frequency of call backs and return visits and I am pleased to say that this has been a huge success.

I would like to thank officers for their work in preparing reports for the Sub-Committee alongside their day-to-day jobs, allowing myself and my colleagues on the Committee to efficiently and effectively scrutinise the council's housing strategy and allocation scheme allowing those with the greatest needs access to the high standard housing this Council provides.

Yours sincerely,

Councillor Ray Best

Chairman of Towns & Communities Overview & Scrutiny Sub-Committee

REMIT AND MEMBERSHIP OF THE COMMITTEE

Towns and Communities deals with planning and building control, the town centre strategy, licensing, housing retained services, parks, housing allocation, leisure, arts and culture

REVIEW OF ACTIVITY

This report is the annual report of the Sub-Committee, summarising the Sub-Committee's activities during its year of operation ended May 2021.

It is planned for this report to stand as a public record of achievement for the year and enable Members and others to have a record of the Committee's activities and performance.

SUB-COMMITTEE MEMBERSHIP

Councillor Ray Best (Chairman)
Councillor Robby Misir (Vice-Chair)
Councillor Keith Darvill
Councillor Tony Durdin
Councillor Paul Middleton
Councillor Gerry O'Sullivan
Councillor Timothy Ryan
Councillor Carol Smith
Councillor Christopher Wilkins

During the year under review, the sub-committee met on 3 occasions and dealt with the following issues:

CORPORATE PERFORMANCE INDICATORS

Throughout the year the Sub-Committee continued to receive the Quarterly Performance Reports that had previously been reported to Cabinet and Demand Pressure Dashboards which illustrated the growing demands on Council services and the context that the performance levels set out in the reports had been achieved within.

UPDATE – HOUSING REPAIRS & GAS SAFETY

As part of its statutory duties as a landlord, the Council was required to undertake responsive repairs to its properties. This includes those associated with gas appliances and heating systems.

The Sub-Committee was informed of the provisions of responsive repairs and which gas safety checks has been undertaken to Council owned and managed housing stock, following on from the initial report from July 2019.

PRIVATE SECTOR HOUSING ENFORCEMENT SCHEME 2 TO EXPAND

The Sub-Committee was presented with results following a public consultation regarding the introduction and operation of a selective private landlord licensing scheme in Romford Town and Brooklands wards, with an additional house in multiple occupation (HMO) scheme in Cranham, Emerson Park, Hacton, Hylands, St Andrews and Upminster.

HOUSING STRATEGY

The Sub-Committee received a detailed report from the Director of Housing regarding the Council's housing strategy and its ongoing commitment to provide affordable housing and to support vulnerable members of society to have a home. The strategy set out aims over the coming 5 years, 2021 – 2026, which included a 12 estate regeneration project across the Borough.

HOUSING ALLOCATION

The Local Authority is required by the Housing Act 1996 Part VI to give reasonable preference in the way they allocate their available social housing.

The Sub-Committee was briefed on how the Council allocates social housing across the Borough with a draft policy presented. The draft policy set out updated priority bands to ensure housing was allocated fairly and to those with the greatest needs.

IMPLICATIONS AND RISKS

Financial implications and risks:

None – narrative report only.

Legal implications and risks:

None – narrative report only.

Human Resources implications and risks:

None – narrative report only.

Equalities implications and risks:

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

BACKGROUND PAPERS

None.



Overview & Scrutiny Board 22 June 2021

Subject Heading:

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

SLT Lead:

**Andrew Beesley, Head of Democratic
Services**

Report Author and contact details:

Anthony Clements
Principal Democratic Services Officer
Anthony.clements@onesource.co.uk
01708 43065

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]

SUMMARY

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 the 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

**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
Page 60	Ea 16 Contract for Havering A decision is required to enter into the Ea-21 Framework for purchasing hardware, including laptops and accessories. The London borough of Camden is the main lead and over 20 Boroughs have entered into collaborative working in order to achieve reduced price and best value.	Director of Technology	Not before July	The London Borough of Camden Procurement (Lead Council). IT Colleagues, Internal Procurement Team, Smart Working+	Lauren White Strategic IT Business Manager lauren.white@onesource.co.uk	
	Local Implementation Plan (LIP) Annual Spending Submission 2021/2022 That the proposed Local Implementation Plan 2021/2022 Annual Spending Submission is approved and submitted to Transport for London (TfL)	Cabinet Member for Environment	Not before July	All relevant Members, officers, business partners and stakeholders will be consulted.	Daniel Douglas Transport Planner daniel.douglas@havering.gov.uk Tel: 01708 433220	Document To Follow
	Loans to Mercury Land	Leader of the	Not before	Theme Board, oneSource	Property Strategy Manager	

**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
Page 61	<p>Holdings Limited Company 09878652 (The Company) for the development of Quarles campus and development at Roneo Corner To seek the agreement of the Leader of the Council in consultation with the Director of Legal and Governance and the s151 Officer, as delegated under the September 2019 Cabinet decision, to approve that prt of the Business Plan relating to a state aid compliant and provision of equity to the Company to develop 120 units at Quarles Campus, Harold Hill and further to this, to acquire a further 20 units (within the 120 units) for its PRS portfolio, subject to the appropriate due diligence for such a loan and injection of equity being carried out.</p>	Council	July	Business Partners and Board Members of Mercury Land Holdings Ltd.		
	IT Consultancy for Microsoft	Chief Operating	Not before	All relevant officers,		Document To

**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
	Office 365 roll-out and tenancy configuration - Contract Award Authority to award the contract after procurement exercise.	Officer	July	members and business partners will be consulted.		Follow
Page 62	IT Consultancy for MS Dynamics 365 CRM roll-out - Contract Award A decision to award a contract to a specialist vendor (Microsoft Gold Partner) to implement the Microsoft Dynamics 365 CRM system following a procurement exercise.	Chief Operating Officer	Not before July	All relevant members, officers and business partners will be consulted.		Document To Follow
	Decision to increase allowances and benefits for in-house foster carers. Key Decision to increase allowances and benefits for in-house foster carers, ensuring sufficient quality in-house foster care for children in care.	Cabinet	June	Engagement with the Havering Foster Carer Association has taken place, all other consultation is internal with all relevant Members, officers and business partners..		Document To Follow
	Introduction of All day Visitor	Cabinet	August	All relevant members,	Lorraine Delahunty	

**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
	Permit/Voucher Cabinet will be asked to introduce and all day Permit/Visitor Voucher.			officers and business partners will be consulted.	lorraine.delahunty@havering.gov.uk	
Page 63	<p>New Leisure Centre-Rainham Recommendation to:</p> <ul style="list-style-type: none"> • Agree the final price for a new build leisure centre in Rainham • Agree the leisure management contract variation • Note the outcome for the Appropriation for Planning and Disposal notices published in the Romford Recorder and the comments received in relation to these notices 	Leader of the Council	Not before July		Guy Selfe Health and Wellbeing Manager guy.selfe@havering.gov.uk	
	Oracle Fusion Managed Service Support Award of contract for managed	Chief Operating Officer	Not before July		Sean Cloake sean.cloake@onesource.co.uk	

**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
	service support					
Page 64	5 Years Windows and Doors Renewal Programme Approval to award a contract for the renewal of windows and doors	Cabinet Member for Housing	Not before July		Mark Howard mark.howard@havering.gov.uk	
	Implementation of the amalgamation of Parklands Infant and Parklands Junior Schools The Cabinet Lead Member will be asked to implement the amalgamation of Parklands Infant and Parklands Junior Schools.	Cabinet Member for Education, Children & Families	Not before June	All relevant officers, Members and business partners have been consulted. There has been a full public consultation in response to the Statutory Notice issued in March 2021.	Pooneeta Mahadeo School Organisation Manager pooneeta.mahadeo@havering.gov.uk	39. Parklands Amalgamation key ED 39. Appendix 1- Decision Maker guidance Parklands 39. Appendix 2- EqHIA Parklands
	Dynamic Purchasing System – Semi-Independent Accommodation (children's) To seek approval to commence an open tender for semi-independent and supported housing providers to join the Council's bespoke	Cabinet Member for Education, Children & Families	Not before July	All relevant, members, officers and business partners will be consulted, together with Market Stakeholders, ISS Team and Leaving Care Teams.	Georgina Shapley georgina.shapley@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
Page 65	<p>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"> 1. 16-18+ Semi-Independent Accommodation - Minimal Support 2. 16-18+ Semi-Independent Accommodation - Therapeutic/additional support 3. 18+ Shared House - Welfare Check 4. 18+ Standalone Accommodation - Floating Support 5. 18+ Standalone Accommodation - Therapeutic/additional support 6. 18+ HMO - Welfare Check 					

**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
Page 66	Decision to Award through the Disabled Facilities Grants INCIC Dynamic Purchasing System Decision to allow award and mini-competitions through the Disabled Facilities Grants INCIC Dynamic Purchasing System	Director of Adult Social Care and Health	Not before July	All relevant Members, officers and stakeholders will be consulted.	Lee Latchford Business Programme and Support Officer Lee.Latchford@havering.gov.uk	Document To Follow
	Parks Strategy 2020 to 2030 Cabinet will be asked to agree the Parks Strategy.	Cabinet	October	All relevant members, officers and business partners will be consulted.	James Rose james.rose@havering.gov.uk	
	Adoption of new RE Syllabus	Assistant Director for Education Services	Not before July		Susan Sutton susan.sutton@havering.gov.uk	
	Redesign of the Outbreak Control Service A Decision is required to approve the new staffing structure for the outbreak control service and the	Director of Neighbourhoods	Not before July		Chris Barrett Project Manager- Public Health chris.barrett@havering.gov.uk	

**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
	associated increase in funding.					
Page 67	<p>Public Realm Transformation- New Operating Model Cabinet are asked to approve a new operating model whereby waste and street cleansing ,trunk road cleaning, recycling collection and weed control services are combined in one single integrated contract.</p> <p>Cabinet is further asked to approve that the Director for Neighbourhoods in consultation with the Cabinet Member for Environment and the Director of Legal & Governance, take all necessary steps to deliver an integrated contract for street cleansing, trunk road cleaning, waste and recycling collection and weed control.</p>	Cabinet	June		<p>Paul Ellis paul.ellis@havering.gov.uk</p>	

**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
Page 68	Increased allowances and benefits for in-house foster carers Cabinet will be asked to approve and increase in fees to foster carers	Cabinet	June			
	Authorisation to award a contract to Breyer Group plc for roof replacements at various primary schools Authorisation to award a construction contract to Breyer Group plc for the sum of £1,177,870.08 for the roof replacement works at Havering Primary, Infant and Junior schools. The works relate to flat roof replacements to various maintained schools within the London Borough of Havering, funded from Schools Grant Maintenance. The proposed contract to be a two stage JCT design and build contract.	Cabinet Member for Education, Children & Families	Not before July		Gary Moreland Head of Asset Management gary.moreland@havering.gov.uk	

**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
	Housing Allocations Policy 2021 Cabinet will be asked to approve the Housing Allocations Policy	Cabinet	August	All relevant members, officers and business partners will be consulted.		
Page 69	Social Value Strategy	Cabinet	August		Lauren Gee Regeneration Officer lauren.gee@havering.gov.uk Tel: 01708 431784	
	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	October	All relevant Members, officers, business partners and stakeholders will be consulted.	Nick Gyring-Neilsen nick.gyring-nielsen@havering.gov.uk	

This page is intentionally left blank