



# Havering

L O N D O N   B O R O U G H

## OVERVIEW & SCRUTINY BOARD AGENDA

<b>7.30 pm</b>	<b>Thursday 2 September 2021</b>	<b>Havering Town Hall, Main Road, Romford</b>
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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:**

**Richard Cursons - 01708 432430  
richard.cursons@oneSource.co.uk**

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

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

Reporting means:-

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

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

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

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

## **OVERVIEW AND SCRUTINY BOARD**

Under the Localism Act 2011 (s. 9F) each local authority is required by law to establish an overview and scrutiny function to support and scrutinise the Council's executive arrangements.

The Overview and Scrutiny Board acts as a vehicle by which the effectiveness of scrutiny is monitored and where work undertaken by themed sub-committees can be coordinated to avoid duplication and to ensure that areas of priority are being reviewed. The Board also scrutinises general management matters relating to the Council and further details are given in the terms of reference below. The Overview and Scrutiny Board has oversight of performance information submitted to the Council's executive and also leads on scrutiny of the Council budget and associated information. All requisitions or 'call-ins' of executive decisions are dealt with by the Board.

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

### **Terms of Reference:**

The areas scrutinised by the Board are:

- Strategy and commissioning
- Partnerships with Business
- Customer access
- E-government and ICT
- Finance (although each committee is responsible for budget processes that affect its area of oversight)
- Human resources
- Asset Management
- Property resources
- Facilities Management
- Communications
- Democratic Services
- Social inclusion
- Councillor Call for Action
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## **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 - 8)

To approve as a correct record the minutes of the meeting of the Board held on 22 June 2021 and the open minutes of the meeting of the Board held on 3 August 2021 (attachdd) and to authorise the Chairman to sign them.

### **5 ONESOURCE UPDATE** (Pages 9 - 30)

Report attached.

### **6 COVID-19 CARE HOMES AND THIRD SECTOR TOPIC GROUP** (Pages 31 - 38)

Report attached.

### **7 FORWARD PLAN OF FORTHCOMING KEY DECISIONS** (Pages 39 - 58)

Report attached.

### **8 EXCLUSION OF THE PUBLIC**

The report included in agenda item 5 contains exempt information relation to commercial issues as do the exempt section of the minutes of the meeting held on 3 August 2021. The Board will consider whether the public and press should be excluded from the meeting on the grounds that it is likely that, in view of the nature of the business to be transacted or the nature of the proceedings, if members of the public were present during that item there would be disclosure to them of exempt information within the meaning of paragraph 3 of Schedule 12A to the Local Government Act 1972. The Board to resolve accordingly on the motion of the Chairman in relation to any discussion on exempt matters.

**9 EXEMPT MINUTES OF MEETING HELD ON 3 AUGUST 2021** (Pages 59 - 60)

Attached (not available to press or public).

**10 ONESOURCE UPDATE - FINANCE AND BUDGET INFORMATION**

To follow, not available to press or public.

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

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**MINUTES OF A MEETING OF THE  
OVERVIEW & SCRUTINY BOARD  
Havering Town Hall, Main Road, Romford  
22 June 2021 (7.30 - 8.22 pm)**

**Present:**

**COUNCILLORS**

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

Officers present via video conference:

Jane West, Chief Operating Officer  
Susie Faulkner, Transformation Programme Director  
Sandy Hamberger, Assistant Director, Policy, Performance and Community

All decisions were taken with no votes against.

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

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

Apologies were received from Councillor Michael White (Councillor John Crowder substituting) and Councillor Sally Miller.

**5 DISCLOSURE OF INTERESTS**

There were no disclosures of interests.

**6 MINUTES**

The minutes of the meetings held on 10 March 2021 and 13 May 2021 were agreed as a correct record and would be signed at a later date.

## **7 TRANSFORMATION PROGRAMME**

The Board was advised that the core principles of the transformation programme were to use remote working effectively and aim to maximise income rather than cut services. Core functions were being rationalised with investment made in the digital provision of services. Some 48 business cases had been put forward for the streamlining of processes with a net saving of £9.675m over five years.

The Council's Covid-19 response had seen smart and remote working being used successfully with for example access to food being arranged for people in need and there had been a more joined up approach to resolving issues locally. The Havering Way initiative had led to a cultural and leadership change across the Council.

The Council's ambitions were to be seen to be modern and progressive and a place where employees felt confident to do their job. It was also planned to reflect the diversifying population of Havering and focus on borough & place leadership.

As the borough moved out of the Covid-19 period, the transformation programmes would continue and develop at a faster rate. Smart working would extend to the use of cloud-based services and further community hubs in areas such as Rainham, Romford or Collier Row could follow the hub already opened in Collier Row.

It was accepted that digital services were a challenge for the Council although good progress had been made in areas such as cybersecurity and the development of a customer platform. The policy of remote working by default would continue but staff would be supported if they had a clear need to come into the office. New training and organisational development plans would lead to a modern, efficient Council workforce.

The service redesign team, used the model of the team becoming an internal consultancy but with a lower rate charged than in the private sector which led to greater efficiencies. Service redesign would take place across the Council under a rolling three-year programme. Members were welcome to view approved service redesign business cases if they wished. Further details of the transformation programme could be shared with Members once approved by the relevant director.

The service redesign team was working with HR to understand the impact of remote working on areas such as sickness absence, wellbeing and staff turnover. There had been some reduction in sickness levels but this was not necessarily due to the introduction of remote working. Staff turnover had lowered but this may have been due to the wider impact of the pandemic. A staff survey had shown different attitudes to remote working, depending on age and income. The Council wished to respond to these needs and upskill staff. Whilst there was a move towards a hybrid model of home/office



working, officers accepted that there was a lot of work needed to involve staff in this.

It was planned to try and improve the engagement of local people in the budget consultation process. More details on the financial savings could be provided, subject to the approval of the director. Savings from digital transformation would be accrued over a five year period. Work would be undertaken to make better use of smart phones and tablets to allow staff to work more in the community.

Contact had been made with in excess of 10k vulnerable local people during the pandemic and officers were surprised at reports of vulnerable people who had not received any contact. It was planned to build community resilience with the use of contact hubs and making more services available from libraries etc.

The Board agreed that further details of the transformation programme should be supplied to it, once approved by the Director.

## **8 BOARD'S ANNUAL REPORT**

The Annual Report of the Overview and Scrutiny Board was approved by the Board and would be submitted to a meeting of full Council.

## **9 FORWARD PLAN OF FORTHCOMING KEY DECISIONS**

Suggested items to be taken forward by the Board for pre-decision scrutiny included the Local Implementation Plan, the parks strategy (although this could be referred to the Environment Overview and Scrutiny Sub-Committee) and Public Realm Transformation. Other suggestions included the response to public consultation on the Housing Allocations Policy.

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**Chairman**

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# Public Document Pack

## **MINUTES OF A MEETING OF THE OVERVIEW & SCRUTINY BOARD Havering Town Hall, Main Road, Romford 3 August 2021 (7.30 - 9.00 pm)**

**Present:**

### **COUNCILLORS**

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

Also present via videoconference:

Councillor Gillian Ford  
Barry Francis, Director of Neighbourhoods  
Jacki Ager, Waste and External Contracts Manager  
Mel Gadd, Highways Service Unit Manager  
Amandeep Wiechers, Deputy Head of Procurement

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

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

Apologies were received from Councillor Judith Holt, Councillor John Crowder substituting.

### **11 DISCLOSURE OF INTERESTS**

There were no disclosures of interest.

### **12 EXCLUSION OF THE PUBLIC**

The report included in agenda item 5 contained exempt documents, namely appendices 1 to 4 inclusive and the second part of the response to the

requisition grounds. The Board resolved that press and public be excluded from the discussion of these items at the meeting on the grounds that it was likely that, in view of the nature of the business to be transacted or the nature of the proceedings, if members of the public were present during that item, there would be disclosure to them of exempt information within the meaning of paragraph 3 of Schedule 12A to the Local Government Act 1972.

**13 REQUISITION OF A CABINET DECISION - PUBLIC REALM TRANSFORMATION - NEW OPERATING MODEL**

A requisition had been received of the recent Cabinet decision on Public Realm Transformation – New Operating Model. This had been signed by the required six Members representing at least two different groups (Councillors Ford, Hawthorn Morgon, Mugglestone, Wilkins and Williamson).

Councillor Dervish advised the Board that it was important to ensure that the procurement process for public realm transformation was attractive to the market. The supplier market had recovered following the pandemic and it was therefore the right time to restart the procurement. It was thought best to combine waste collection with street cleansing in the contract and hence seek a joined up approach from the contractor.

The establishment of a Local Authority Company was not considered viable. New governance arrangements would be required and the requisite skill set was not available internally. There would also not be the opportunity to learn from the contractor and the financial risk would remain with the Council. The proposed two-stage competitive dialogue procurement would offer greater flexibility.

The Council would monitor performance but would also expect the contractor to monitor its own performance. Contract officers would monitor performance on the ground and Key Performance Indicators for the contract would also be monitored. Data was also collected on the numbers of streets swept etc. The Director of Neighbourhoods added that performance was a fundamental part of the contract and would be discussed with contract bidders. It was accepted that performance under the existing contract was not where it should be and the national shortage of HGV drivers had compounded this as had the greater amounts of waste created at home during the pandemic. This did not however have any bearing on the procurement of the new contract. Issues around rectification of missed collections would be negotiated as part of the competitive dialogue process with bidders.

It was confirmed that street cleansing and waste collection would be combined within the new contract. Grass cutting services would not be included. Work was in progress with consultants to design the contract specification. This would use best practice and national standards. Targets would be included around areas such as missed collections.

Offices reiterated that a Local Authority company approach would mean no flexibility in resources. Nearby Councils who used this approach had been forced to suspend some services during the pandemic.

It was clarified that there was no London Councils Contract Framework for domestic waste. This could be discussed further with Members outside the meeting. The contract being procured would be a complex document, bespoke to Havering. The contract would include social value issues such as sustainability and community benefits. Government guidance on social value would be followed.

The new contract would aim to ensure that waste collections were completed on time and in a tidy manner as well as ensuring streets were kept to the required state. Technology would be used to ensure efficient responses to issues such as flytipping and graffiti. The forthcoming Environment Bill would require more recycling of food waste etc and this would be reflected in the new contract as would issues to mitigate the impact of climate change.

Officers were regularly updating the Lead Member on progress with the procurement as well as bringing updates to Cabinet at Themed Board. A further Cabinet decision would be needed to award the final contract.

Flytipping removal was included in the new contract as was the large items collection service that the Council currently provided. There was no requirement to publicly consult on the contract but consultation undertaken by the East London Waste Authority could be used. Price would be evaluated separately to quality in the contract bids with each having a 50:50 rating. The contract would cover the areas of waste, recycling, street cleansing, weeds and trunk roads. Parks development and gate locking were not included.

Standards of street cleaning would be set out in the contract. A baseline would be established via work with organisations such as Keep Britain Tidy. There were no plans to remove financial penalties from the contract but other methods of performance management would also be used. Contract management was discussed at Cabinet and staff had been recruited with experience of this area. IT issues would also be included within the competitive dialogue process. Performance would be monitored by 2 monitoring officers and 3-4 supervisors as well as a team undertaking data analysis.

Officers clarified that there was not an unskilled workforce but that there was felt to be a lack of expertise in issues involved in setting up a company such as risk assessments, HR etc. The establishment of any such company would have required extra funding from the Council. A Direct Services Organisation would also incur costs to the Council in areas such as pensions and terms & conditions.

The requisition was **NOT UPHELD** by the Overview and Scrutiny Board by 8 votes to 6. Councillors Best, P Crowder, J Crowder, Patel, Smith, Themistocli, White and Wise voted against upholding the requisition. Councillors Hawthorn, Morgon, Mugglestone, Summers, Wilkins and Williamson voted in favour of upholding the requisition.

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**Chairman**



## Overview & Scrutiny Board 1 September 2021

<b>Subject Heading:</b>	<b>oneSource Presentation</b>
<b>SLT Lead:</b>	<b>Andrew Beesley, Head of Democratic Services</b>
<b>Report Author and contact details:</b>	Anthony Clements Principal Democratic Services Officer Anthony.clements@onesource.co.uk 01708 43065
<b>Policy context:</b>	Overview & Scrutiny
<b>Financial summary:</b>	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 presentation on developments at oneSource abd for the Board to agree any further action it considers appropriate.

**REPORT DETAIL**

The Board has previously requested an update from senior oneSource officers on a number of issues including support to staff with new ways of working and recovery plans in the post-pandemic period. Details of these are given in the attached presentation and Members are invited to scrutinise this area in more detail at the meeting.

**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



# One Source presentation to Havering Overview & Scrutiny Committee

02 SEPTEMBER 2021

# Overview

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<b>6</b>	<b>What next? A forward look through 2021-23</b>	
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# 1. One Source – background and context

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- ▶ Back in 2013, Members in both Councils considered options to significantly reduce spend on professional support services to help protect front-line services for residents.
- ▶ Options such as widespread outsourcing were considered, but quickly dismissed and instead Members' agreed to the formation of its own shared service model - One Source.
- ▶ One Source (not a legal entity-but a brand-name) was then established in April 2014, consisting of:
  - ▶ Asset Management
  - ▶ Legal & Governance
  - ▶ Exchequer & Transactional
  - ▶ Human Resources and Organisational Development
  - ▶ Finance
  - ▶ ICT
  - ▶ Procurement
- ▶ OneSource brought together 22 services and 1,350 staff in an ambitious collaborative partnership. The aim was to provide a range of strategic, operational and transactional services within a shared services operation, whilst driving down costs, making savings and in turn protecting frontline services for residents
- ▶ The Shared Services model was chosen because:
  - ▶ It could deliver significant savings.
  - ▶ Offered better and more resilient services than either Council could provide alone or afford to buy-in.
  - ▶ Delivered better value for money and more flexibility than any contractor arrangement could offer.
  - ▶ Kept the services delivered by public sector employees, and with a public sector service ethos  
"for the public sector, by the public sector"
  - ▶ Ensured that the partner councils kept control and accountability for these services.

# What actually is a Shared Service?

## What it's not:

- ▶ A private company
- ▶ A separate organisation to Havering or Newham
- ▶ An outsourced contract or company
- ▶ A supplier
- ▶ In a contractual relationship with the council

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## What it is:

- ▶ A shared arrangement between Newham and Havering that allows staff in certain services to work for either or both councils as needed.
- ▶ All of the staff are employed by either Newham or Havering Councils. They are not employed by a separate, or private, organisation.
- ▶ One source is basically just another internal Directorate. The only difference is that it operates across two councils and sometimes staff with a Newham employment contract may work delivering services for Havering or on Havering projects, and vice versa.

# What do you get from one source/shared services?

- ▶ **Savings** – a shared model offers the chance to reduce spend through rationalisation of the senior management structure (only need one head of service, not two) de-duplication and efficiency savings.
- ▶ **Shared knowledge and best practice** – a chance to learn from each other, both what's gone right and wrong.
- ▶ **Efficiencies of scale.**
- ▶ **Integration** where appropriate (e.g. shared ICT infrastructure).
- ▶ **Market strength** (Increased buying power and opportunities for joint procurement).
- ▶ **Capacity and resilience.**
- ▶ **Corporate centre** – able to leverage opportunities and spend across an organisation that individual directorates can't manage alone e.g. legal spend.



# One Source achievements and contributions since 2014

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## Savings

- By the end of the original five year business plan in 2018/19 One Source had saved Newham, Havering and Bexley councils **£13million**.

## Staffing

- This original five year business case saw a reduction in staff numbers from c 1350 in 2014 to c850 in 2018. A reduction of c500 /37%.

## Awards

- One Source has been shortlisted for over 50 industry awards – winning 14 of them.

## Income Generation

- We've successfully won contracts, and generated income, with a range of councils, including Norfolk, Thurrock, Basildon, Redbridge, Stevenage BC, Essex, Waltham Forest, Barking & Dagenham

## Health & Wellbeing

- Introduction of Mediation services, reducing the number of grievances and improving relationships

## ICT

- Implementation of new ICT infrastructure and continued infrastructure and digital improvements to support council's priorities.

## Legal

- March 2019, Legal Services were awarded the Lexcel external accreditation (the Law Society's quality mark).

## Ethical Debt Collection

- The Enforcement Team's ethical debt collection services continues to receive plaudits both for its ethical stance and for its income generation, winning contracts from several councils.

## Oracle Fusion

- Delivery of Oracle Fusion in 2020, despite the disruption caused by the pandemic.

## Health & Wellbeing

- Development of employees across Havering Council and set up of the Staff Awards scheme.

## Agency and Interims

- Huge reduction of agency workers and interims both in one source (approx £1m savings), and across Havering Council.

## Upgrades

- Upgrade of internet, intranets and telephony, as well as key business systems into Cloud and development of apps and systems to support services.

## One Source Strategy

- Delivery of one source strategy 2020-23 in February 2020.

## Forms Portal

- Implementation of the centralised forms portal, with centralised forms all in one place, that are used across both councils.

## Schools Expansion

- Delivery of the schools expansion programme in Havering.

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# One Source Strategy 2020-23

- ▶ The one source strategy built on the achievements and the lessons learnt from the start of one source in 2014.
- ▶ A significant number of reviews over that period of time provided the foundational pillars that led to the five key strategic priorities, which form the basis of the one source strategy for 2020-23.
- ▶ These priorities are delivered in a number of ways, through service priorities, through key projects and activities, and via BAU.
- ▶ Service planning for 2021-22 has identified a total of 36 key priorities across the eight services of one source which help to deliver both the one source priorities and the strategic priorities of the partner Boroughs.
- ▶ Key projects that also deliver our priorities, have been identified and are phased in a three stage activity plan.

## Our Five Priorities





### 3. Progress in 2020/21- the legacy of the pandemic

- ▶ Only a few weeks after the one source strategy was launched in February 2020, the Covid pandemic hit the country and we immediately prioritised support for Covid related projects and redeployed staff into Covid related roles.
- ▶ The inevitable result of this was that delivery in some areas stalled or slowed, and it left us behind on projects that support customer satisfaction and business improvement.
- ▶ However we did manage to deliver a number of critical projects during this time, including the implementation of Oracle Fusion, the reduction of agency and interim staff and delivery of significant ICT improvements.
- ▶ We recognise that we need to get back on track and prioritise the activities and projects that support savings delivery and service improvements.

# One Source contributions 2020/21 – Covid related work

Gold/Silver/Bronze	<ul style="list-style-type: none"> <li>Supporting coordination of LA pandemic response through Gold, Silver and Bronze.</li> </ul>
Redeployment	<ul style="list-style-type: none"> <li>Redeployed 100s of staff to support both councils Covid-19 response.</li> </ul>
PPE	<ul style="list-style-type: none"> <li>PPE support including procurement and distribution (5.6m items by Dec 2020).</li> </ul>
Systems and applications	<ul style="list-style-type: none"> <li>Developing systems and apps e.g. booking system for the LFT sites, wifi connections for testing and vacs sites.</li> </ul>
Remote and Home Working	<ul style="list-style-type: none"> <li>Support for Remote Working (connections, devices, mobile phones, licenses etc.)</li> <li>HR policies and procedures to support home-working.</li> </ul>
Council buildings	<ul style="list-style-type: none"> <li>Revision of council building strategies and FM support.</li> </ul>
Distribution hubs	<ul style="list-style-type: none"> <li>Operational management of distribution hubs and logistics arrangements in both boroughs supplying PPE, food and non-food essentials to residents, staff and care providers.</li> </ul>

Health & Wellbeing	<ul style="list-style-type: none"> <li>Comprehensive health and wellbeing offer and mental health support for both councils</li> <li>Launch of Thrive, the only NHS-approved mental health app.</li> </ul>
HR advice and guidance	<ul style="list-style-type: none"> <li>Extensive HR advice and guidance in response to Covid-19.</li> </ul>
Personal Risk assessments	<ul style="list-style-type: none"> <li>Health &amp; Safety and HR – Developed and supported Personal Risk Assessments for all staff.</li> </ul>
Resident support	<ul style="list-style-type: none"> <li>Support for befriending services and the resident support offers across both Councils</li> <li>Support for vulnerable residents shielding.</li> </ul>
Contact Tracing	<ul style="list-style-type: none"> <li>Staff redeployed to support the delivery of contact tracing across both councils.</li> </ul>
Procurement of food and supplies	<ul style="list-style-type: none"> <li>Procured food for food banks and shielding boxes.</li> <li>Procured supplies for vulnerable families (eg nappies, toothpaste etc).</li> </ul>
Test and Vaccination Centers	<ul style="list-style-type: none"> <li>Supported the set-up of Test and Vaccination centers- procurement of equipment and supplies.</li> </ul>
Legal	<ul style="list-style-type: none"> <li>Responded to the demands from Covid19 including urgent decisions, advice, contract modifications/terminations and grants for local businesses.</li> </ul>

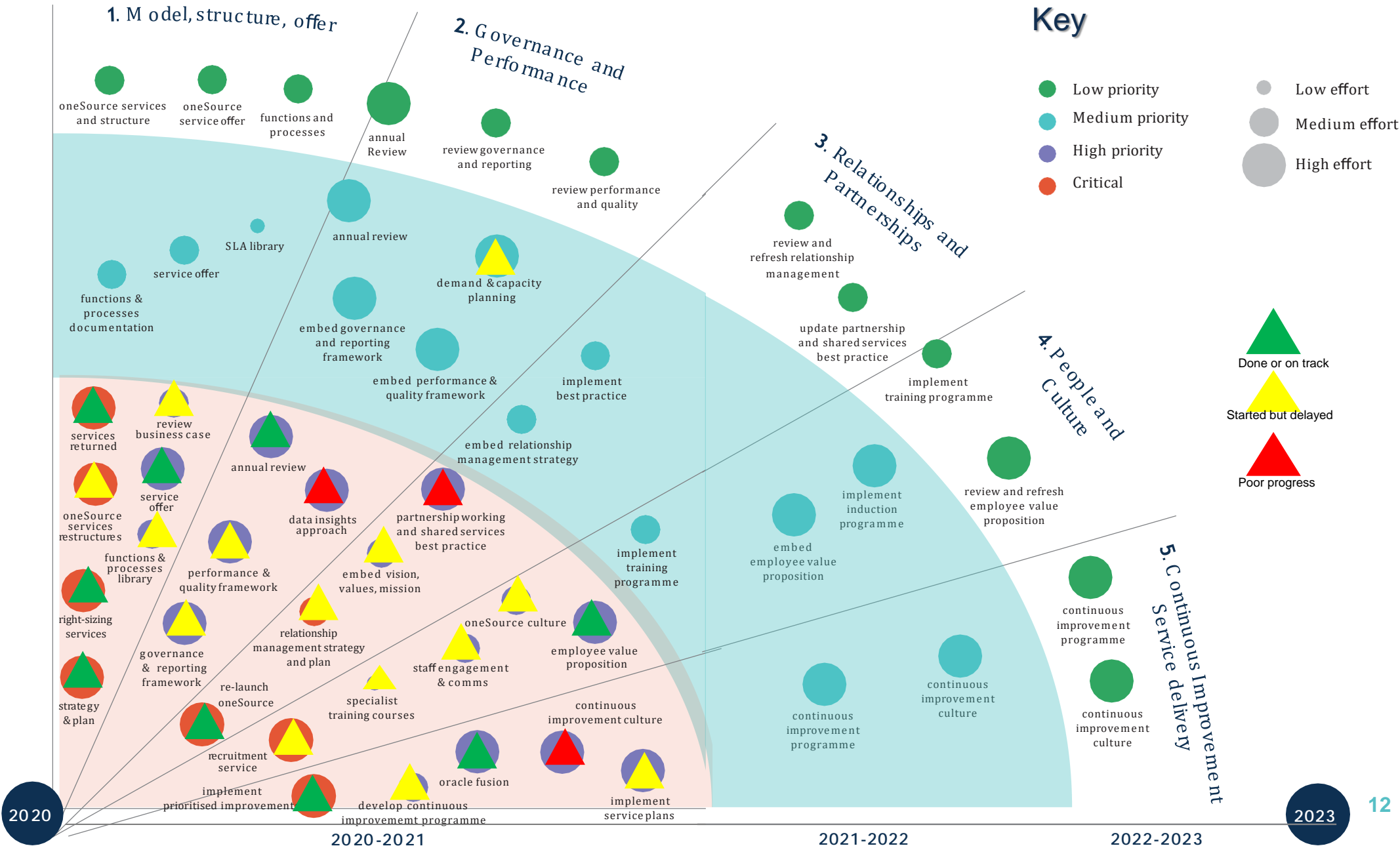
# One Source contributions 2020/21- non covid work

Fusion	<ul style="list-style-type: none"> <li>•Delivery of Oracle Fusion, summer 2020.</li> </ul>
ICT	<ul style="list-style-type: none"> <li>•Implementation of new ICT infrastructure and continued infrastructure and digital improvements.</li> </ul>
New Ways of Working	<ul style="list-style-type: none"> <li>•Contribution to new ways of working projects in both Councils.</li> </ul>
Finance	<ul style="list-style-type: none"> <li>•Re-sizing of one source (Bexley and Newham Finance).</li> </ul>
Career Development	<ul style="list-style-type: none"> <li>•We have launched My Career Development, a comprehensive range of resources to support staff at both councils with their personal and professional development.</li> </ul>
Legal	<ul style="list-style-type: none"> <li>•Since starting our push to move from agency to permanency we have recruited to 31 posts including 19 agency staff moving onto permanent contracts. This has meant a £289K net saving on a full year's salary budget. 11 more posts are out to permanent recruitment this year.</li> </ul>
Havering Town Hall	<ul style="list-style-type: none"> <li>•Havering Town Hall Phase 1 reconfiguration works – specification prepared and tender issued.</li> </ul>

Employee networks	<ul style="list-style-type: none"> <li>•Development of employee networks in both Councils.</li> </ul>
Contract Register	<ul style="list-style-type: none"> <li>•Contract Register Dashboard redeveloped and launched.</li> </ul>
Lexcel	<ul style="list-style-type: none"> <li>•Successfully ran remote external audit and retained Lexcel (Law Society accreditation) for legal excellence.</li> </ul>
Care proceedings	<ul style="list-style-type: none"> <li>•Dealt with record numbers of cases in care proceedings caused by the pandemic delaying the conclusion of proceedings.</li> </ul>
ICT	<ul style="list-style-type: none"> <li>•Upgrade of internet, intranets and telephony, as well as key business systems into Cloud</li> </ul>
Asset Rationalisation	<ul style="list-style-type: none"> <li>•Decommissioning of Mercury House commenced, notice on PASC lease served and rent/service liability (£130k p.a.) ceases at end of August. Decommissioning plans for River Chambers, The Hermitage and Langtons former Stable Block in progress.</li> </ul>
Passenger Transport	<ul style="list-style-type: none"> <li>•New business for Havering Passenger Transport Service worth £345k generated.</li> </ul>
Performance Framework	<ul style="list-style-type: none"> <li>•New KPI's for one source within a refreshed performance framework and a new look Performance report.</li> </ul>

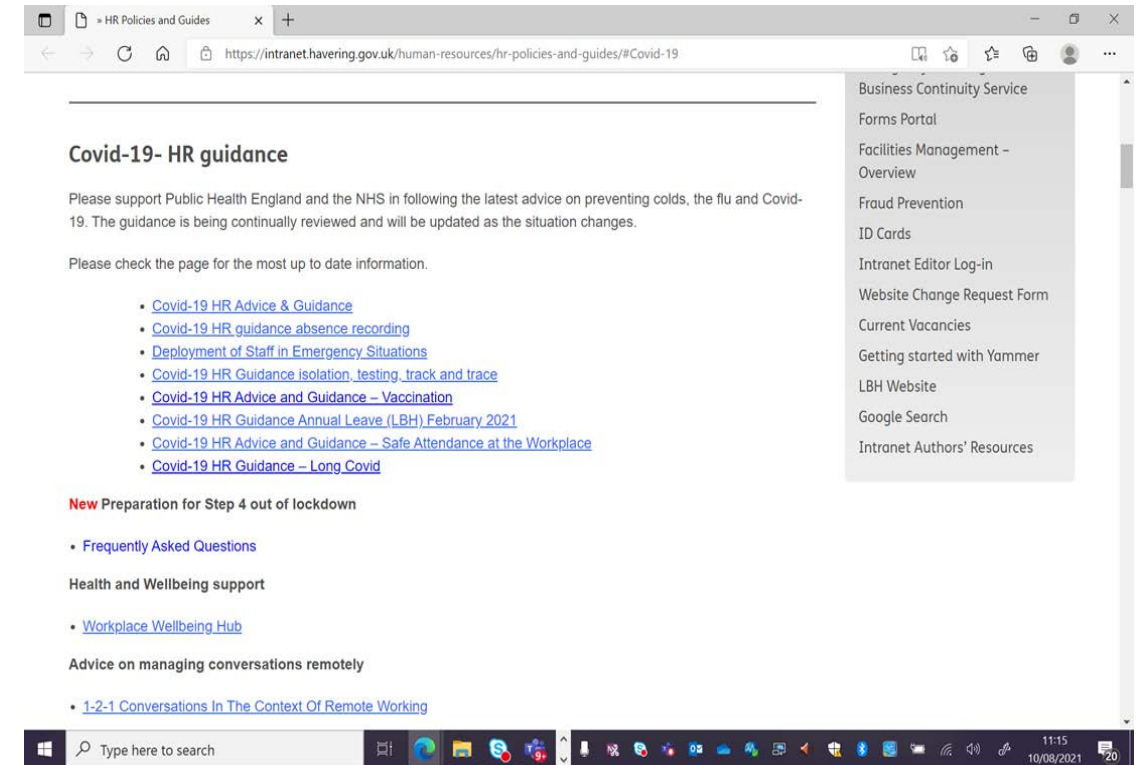
# Our Progress on key deliverables from the one source strategy

Page 22



# 4. Our Workforce

- ▶ We've done a lot to support the workforce during the pandemic, including:
  - ▶ a range of [guidance](#) for managers and staff which has been updated regularly in response to Government guidance
  - ▶ a 'Let's Talk' live session for staff – focused on Step 4 out of lockdown
  - ▶ furloughed approximately 300 employees (during the height of 'lockdown') who were unable to work during the pandemic; full pay maintained for all
  - ▶ individual risk assessments for everyone
  - ▶ a 'thank you' postcard to all (from CE/Leader and Director)
  - ▶ an additional day's leave over the Christmas period (2020)







# Workforce Well-being

The wellbeing of one source and Havering staff has been a key focus over the last year and we have implemented extensive support:

- ▶ Well-being hub: Signpost & Support Service
- ▶ Thrive Mental Well-being app
- ▶ Employee Assistance Programme and Mental Health First Aiders
- ▶ Signposting
  - ▶ NHS – Every Mind Matters
  - ▶ Burnout
  - ▶ Resilience
  - ▶ i-resilience report
- ▶ KeepingWellNEL – NHS, Health & Social Care staff support across NE London
- ▶ Physical Well-being – online classes
- ▶ Financial and Social Well being
- ▶ Colleague Forums

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## Workforce Wellbeing

### Mental Health First Aiders

An accredited half-day Introduction to Mental Health First Aid course is available for those who wish to gain a deeper understanding of mental health. To book onto a course, please click [here](#).

Mental Health First Aiders are also available to take appointments with those who wish to speak to someone about any difficulties you are facing, please email [wellbeing@newham.gov.uk](mailto:wellbeing@newham.gov.uk) to book an appointment.

### Employee Assistance Programme

PAM Assist provides confidential, telephone-based services 24/7/365. Whilst the main route in to the service is by a **freephone number 0800 882 4102**, you have the flexibility of accessing support through a digital presence – including the PAM Assist Portal and PAM Assist Mobile App, both of which include 'Live Chat' functionality. Click [here](#) for more info.

### Thrive Mental Wellbeing App

Thrive is the only NHS approved and clinically effective Mental Wellbeing app for employees. The core goal is the *prevention, detection and self-management* of common mental health conditions. Head to your phone's app store and download 'Thrive Therapeutic Software' and input access code: **LBN21**. For more info, please click [here](#).

### Singing for Wellbeing

Join Havering Music School's singing teachers every Thursday at 11am and sing-along to feel-good classics such as Hey Jude and many more. Don't worry, you will be on mute! To sign up, please click [here](#).

### Breathing Space

Join Maria Healy every Thursday at 8:30am on Zoom for 30 minutes of mindfulness. To request an invite, please click [here](#).

### Wellbeing Webinars

Join us on the first Wednesday of each month as we take on a different health topic. From Heart Health to Cancer Awareness, come along to learn about how to live a healthier lifestyle. To sign up, please click [here](#).

### Staff Benefits Platform

For discounts on brands from ASDA, to Adidas, sign up to our [staff benefits platform](#) to unlock unmissable savings.

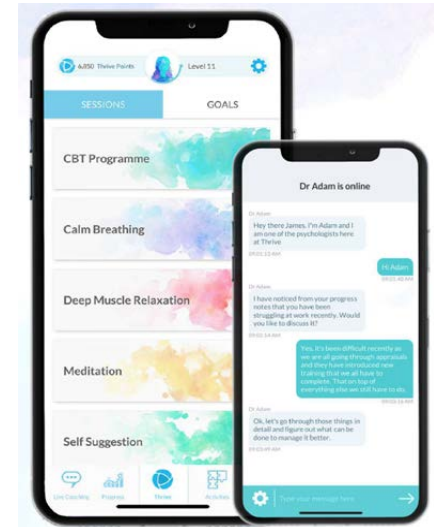
### Virtual Exercise Programme

Join our free Zoom exercise classes led by qualified instructors to get moving during your work day. To register for one of our classes, please [use this form](#). To view the recordings to do them in your own time, please click [here](#).



## Thrive: Mental Wellbeing App

A clinically effective, NHS-approved app for the prevention, early detection and management of anxiety, depression and stress.



# Workforce – future working

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- ▶ The pandemic has fundamentally changed the way we work and Havering, led by the Smart Working Plus Team, are embracing new working arrangements for the future.
- ▶ HR is supporting this work stream, including looking at the key policies that will need to change to support new ways of working.
- ▶ There are a number of considerations, which will require policy or guidance
  - ▶ Remote working
  - ▶ Working from overseas
  - ▶ Flexible working/flexi-time
  - ▶ Absence management
  - ▶ Performance management
  - ▶ Recruitment and selection
- ▶ Other considerations will include:
  - ▶ Safe working:
  - ▶ Health and wellbeing
  - ▶ Provision of appropriate ICT and equipment
  - ▶ Equality considerations
  - ▶ Contractual implications – and potential variation
  - ▶ Communications and engagement
- ▶ A key consideration is the impact of working from home on motivation, productivity and staff wellbeing
  - ▶ This is something to be monitored on a regular basis
  - ▶ Evidence suggests that wellbeing is improved by reducing commuting time and providing employees with more autonomy. However, it can bring challenges around work-life balance and managing boundaries between work and home
  - ▶ For some employees their home/personal arrangements are not conducive to effective working and they may benefit from working in the office
  - ▶ Managers will need to maintain regular contact with their teams/individuals to ensure they are fully supported and take regular breaks away from their laptop/pc
  - ▶ Consideration will need to be given as to how new recruits/those early in their career are supported
- ▶ These changes can only be successfully implemented with the support and engagement of our staff:
  - ▶ By early involvement in discussions about what will change, e.g. the Let's Talk sessions that have been held and will continue
  - ▶ By engagement with Trade Union colleagues, Staff Forums, Change Network and wider communications
  - ▶ Ongoing – seeking feedback through regular staff engagement surveys and via line managers by maintaining regular contact with their teams/individuals





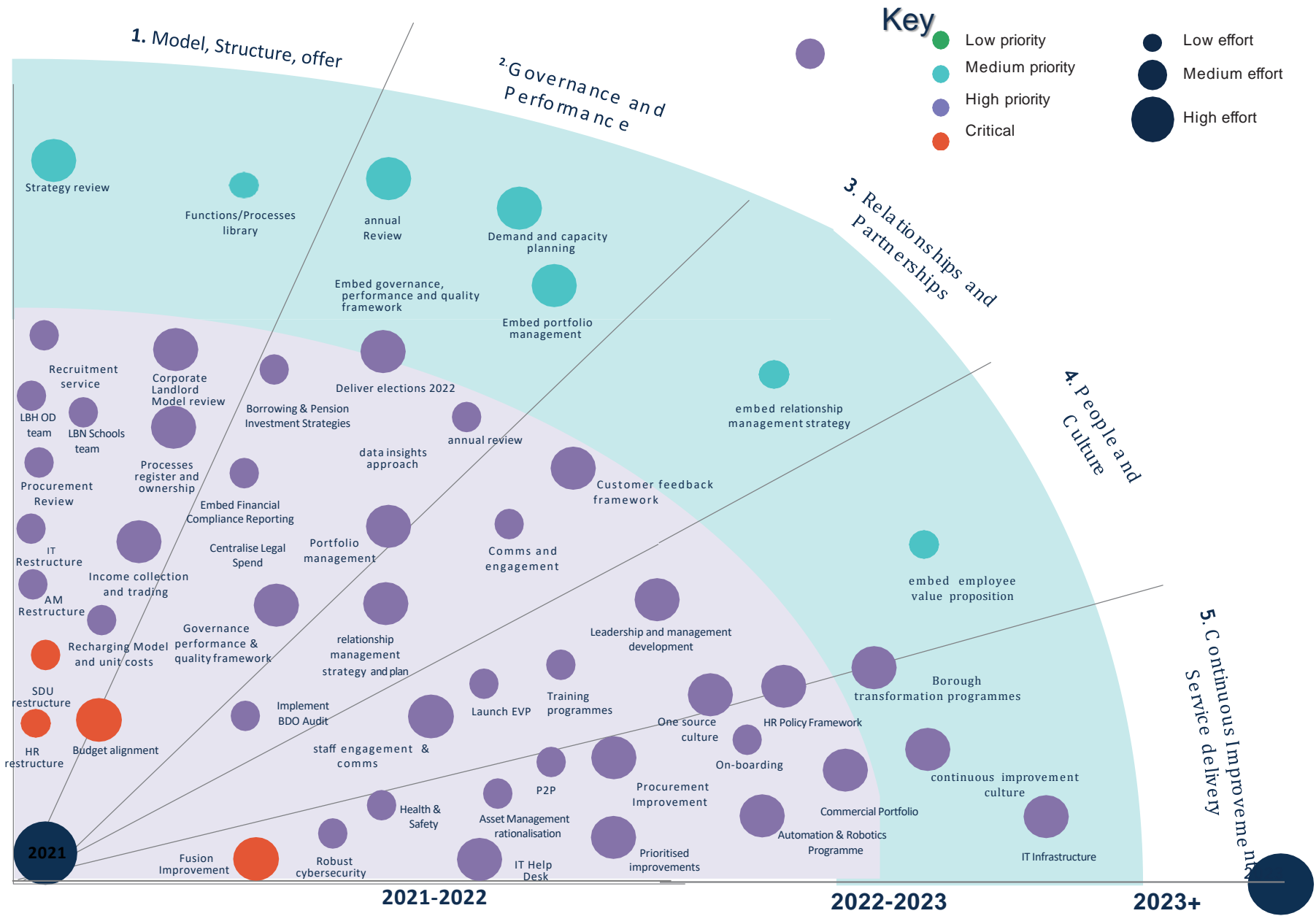
## 5. Finance and Budget – *Tabled*

# 6. What next? A forward look through 2021/22

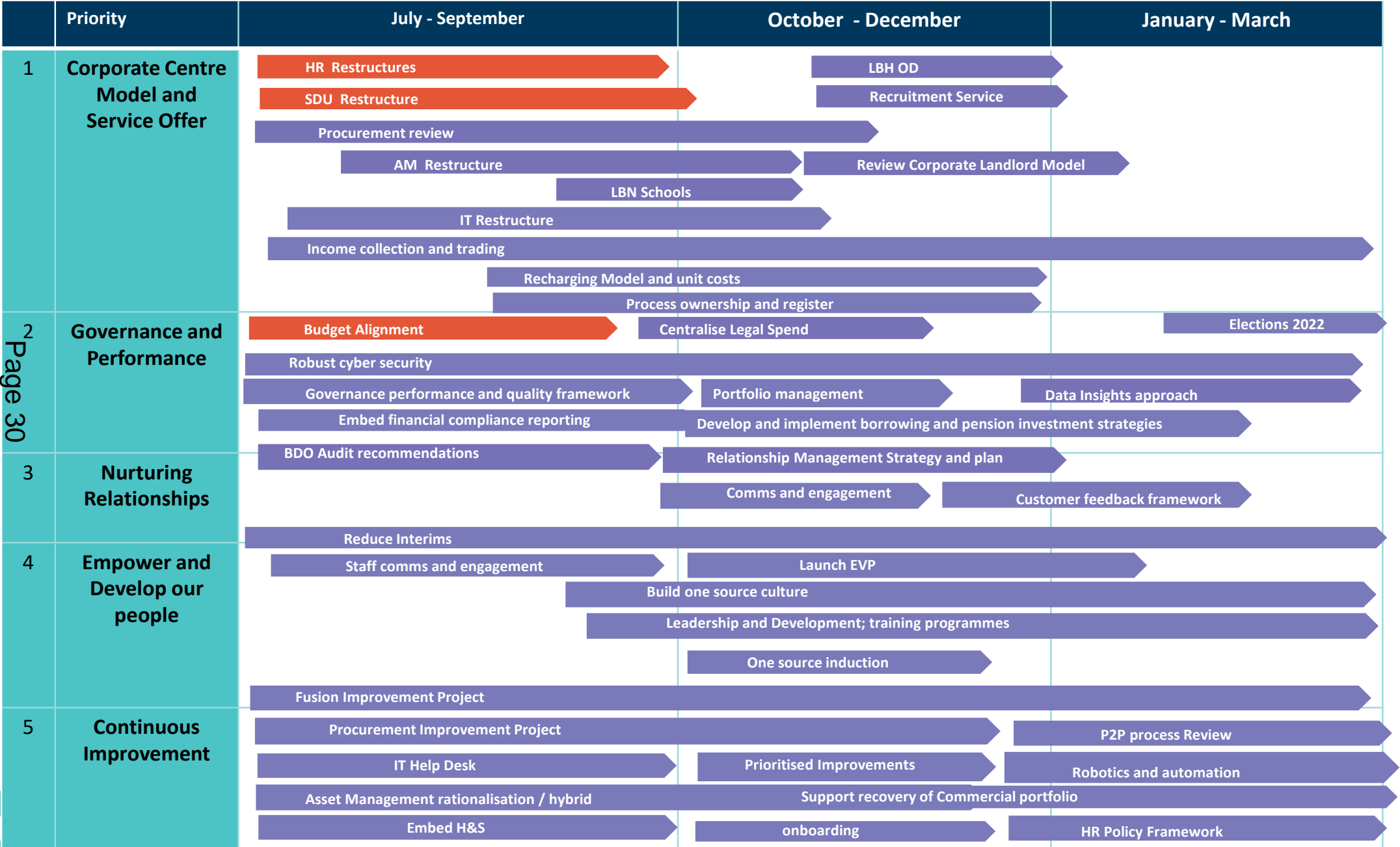
- ▶ The basics of the one source strategy remain solid. The five priorities are still valid, and are flexible enough to enable reprioritisation of activities.
- ▶ But, as a result of our pandemic related work, delivery in some areas has stalled or slowed. We need to get back on track and prioritise the activities and projects that support delivery of our strategy.
- ▶ Analysis has suggested that there are four actions that are critical enablers to allow the strategy to succeed, and deliver the priorities set out for 2021-22. These are:
  - ▶ Budgetary plan
  - ▶ HR Restructure
  - ▶ SDU Recruitment
  - ▶ Fusion optimisation
- ▶ The key focus is on the delivery of savings, and the progression of the priorities that will enable this. Finalising the budget and savings plan will inform prioritisation of activities and projects, in consultation with both boroughs.
- ▶ The restructure of HROD and the resourcing of the SDU as key enablers for the completion of other restructures, and the delivery of the one source strategic priorities.
- ▶ We will continue to manage and develop this agile one source transformation programme – the effective delivery, monitoring and reporting of all the identified key priorities to be delivered in 2021-22.

# Priority Map 2021 - 2023

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5. one source Road map 2021 - 2022



# Overview & Scrutiny Board

# REPORT

**Subject Heading:**

REPORT OF THE COVID-19 – CARE HOMES AND THIRD SECTOR TOPIC GROUP

**SLT Lead:**

Andrew Beesley – Head of Democratic Services and Statutory Scrutiny Officer

**Report Author and contact details:**

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

**Policy context:**

Overview & Scrutiny

**Financial summary:**

None in this covering report

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

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

## SUMMARY

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

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

## **RECOMMENDATION**

That Members:

1. Note the report of the Care Homes and Third Sector Topic Group (attached);
2. Consider and decide whether to refer the recommendations of the Topic Group to a meeting of the Cabinet.

## **REPORT DETAIL**

At its meeting in October 2020, the Overview & Scrutiny Board agreed to establish a Topic Group to review the impact of the COVID pandemic on local care homes and Third Sector providers commissioned by the Council.

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

## **IMPLICATIONS AND RISKS**

None of this covering report.

## **REPORT OF OVERVIEW & SCRUTINY BOARD COVID-19 - CARE HOMES AND THIRD SECTOR TOPIC GROUP**

### **BACKGROUND**

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

The terms of this review related to the impact of the pandemic on local care homes and on third sector organisations that were commissioned to provide care services on behalf of the Council.

The Group established a timetable to hold meetings with Council officers and representatives of care homes and third sector providers.

The membership of the Topic Group consisted of Councillors Michael White (Chairman) Philippa Crowder, Sally Miller, Nisha Patel and Christine Smith and Darren Wise.

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

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

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

The focus for this Topic Group concerned the operators of local care homes and Third Sector providers of services on behalf of the Council. It therefore concentrated on the following key areas:

- To understand the impact of Covid-19 on care homes in Havering.
- To consider the viability of local care home operators during the pandemic period.
- To investigate the resilience of care home staff and how regularly they are tested for Covid-19.
- To consider how care services delivered by the third/voluntary sector have been impacted by the pandemic.
- To investigate what back-up facilities would be available should a care provider be unable to provide care services contracted by the Council.
- To ascertain the support available to local residents who may be shielding but do not have a formal care package in place.

## **METHODOLOGY**

The Group agreed that the list of people to be interviewed would comprise the following members of staff and external colleagues:

John Green, Head of Joint Commissioning Unit, London Borough of Havering (LBH)

Ben Campbell, Commissioning Programme Manager, Joint Commissioning Unit, LBH

Mike Armstrong, Director, Havering Care Homes Limited

Hilary Ryan, Manager, Ravenscourt Care Home

Jerry Haley, Senior Community Development and Resilience Officer, LBH

Sarah Balser, Chief Executive Officer, Havering MIND

Norma Busby, Manager, Havering Outreach Support Service, Peabody Trust

Clare Kelly, Havering Association for People with Disabilities

Tony Lowe, Chief Executive, Tapestry Havering

Paul Rose, Chair, Voluntary and Community Sector, Havering

Ian Buckmaster, Director, Healthwatch Havering

## **TIMETABLE FOR REVIEW**

Members were hoping to complete the review within as short a timescale as possible but the impact of the pandemic, on all parties, of course made this challenging at times.

Members were however grateful for the commitment of staff and witnesses to the review, many of whom were integral to the pandemic effort and still allocated time to speak with the Topic Group.

## **THE REVIEW**

The notes of the topic group meetings and discussions are attached to this report. Set out under the heading **RECOMMENDATIONS** are the key issues that emerged from the topic group's scrutiny.

## **MEETINGS**

The Topic Group met virtually on four occasions.

The first meeting held detailed discussions with a senior Council officer on the support provided to care homes during the pandemic period.

At the second meeting, representatives of several local care homes gave their perspective on the pandemic period and the support received from the Council.

Representatives of a number of local Third Sector organisations met with Members at the Group's third meeting and discussed their experiences during



the pandemic and the assistance received from the Council.

At its final meeting, the Topic Group met with a director of Healthwatch Havering who gave feedback from Healthwatch members of this area of the Council's pandemic response.

## **FINDINGS**

### **1. Financial resilience of care providers**

Both Members and Council officers shared concerns over the potential impact on services should a care provider no longer be able to operate or provide its services within Havering. Members were pleased to be advised that resilience testing of care providers was undertaken and that business continuity plans were sent to the Council but the sheer number of care homes within Havering did make this challenging. Members felt that more scrutiny of the resilience of the local care homes market would be beneficial (see recommendation 1).

Similar concerns were found among Third Sector care providers commissioned by the Council. Whilst organisations had their own recovery plans, there was little prospect of their being able to step in, should another provider fail.

### **2. Commissioning Arrangements for Care Homes receiving pandemic-related support**

Discussions with Healthwatch Havering indicated that Covid issues were particularly difficult to deal with in facilities where residents suffered from dementia and did not understand the need to wear masks, maintain social distancing etc. Members felt that this should be considered more in contracts the Council established with care homes (see recommendation 2).

The Topic Group also felt that consideration should be given in commissioning arrangements to care homes providing technology and IT support for residents and the facilitation of face to face relative visits (subject to national guidance).

### **3. Facilitation of more regular contact between Care Homes and local businesses**

The Topic Group heard that care homes were keen to increase their IT facilities for residents but that this could be expensive. Members felt that the Council could perhaps assist by approaching local companies to donate IT equipment for residents as part of their corporate social responsibility programmes (see recommendation 3).

Discussions with Third Sector representatives indicated that a number of

donations of IT equipment had been received from local companies and Charitable Trusts. The Topic Group was delighted to be advised of this and felt that the Council should encourage care homes and the Third Sector to continue to make contacts of this kind direct (see recommendation 4).

#### **4. Clinical Commissioning Group support to Care Homes**

Feedback given to the Group by several different parties was that the level of support provided by the Council to care homes during the pandemic had been excellent. Evidence was received however of a more difficult relationship between care homes and the Clinical Commissioning Group (CCG) although there were signs that the CCG was now addressing this.

The Topic Group felt that this area required further investigation and that the Health and Wellbeing Board should therefore be asked to investigate the level of support the CCG provided to care homes etc (see recommendation 5).

#### **5. Impact of the Pandemic on the Mental Health of Care Home Residents**

Whilst the Covid-19 pandemic had led to a rise in mental health problems nationally, the Topic Group did hear concerns raised about the effect of the pandemic on the mental health of residents of care homes in particular. This was a complex area and the Topic Group felt that the relevant Overview and Scrutiny Sub-Committees should scrutinise this area in more detail. Additionally, consideration could be given to asking Havering MIND to investigate the issue of mental health in local care homes (see recommendations 6 and 7).

### **RECOMMENDATIONS**

- 1. That the Individuals Overview and Scrutiny Sub-Committee receive an annual report monitoring the financial resilience of care providers.**
- 2. That clear outcomes are specified in commissioning arrangements for care homes that will continue to receive Council pandemic-related support.**
- 3. That Cabinet arranges more regular contact with local businesses with a commitment to corporate social responsibility in order to seek the donation of laptops and other IT equipment to local care homes.**
- 4. That the Council encourages care homes and the Third Sector to also approach local businesses directly in this regard.**
- 5. That the Health and Wellbeing Board be asked to investigate and monitor the level of support provided to care homes etc. by the local Clinical Commissioning Group.**

6. That the mental health effects of Covid-19 on care home residents be referred to the Health and Individuals Overview and Scrutiny Sub-Committees for possible addition to their work programmes.
7. That Havering MIND be commissioned to undertake a study on mental health in local care homes.

### **Background Papers**

Topic Group meeting notes:

5 November 2020

3 December 2020

7 January 2021

18 February 2021

### **Financial Implications**

If the work by Havering MIND mentioned in recommendation 7 is to be a paid commission, this would need to be fully costed and an appropriate budget identified where possible. There are no implications of recommendations 1-6.

### **Legal Implications**

None.

### **HR Implications**

None – any support required to Overview and Scrutiny Sub-Committees etc. would be met from within existing Democratic Services resources.

### **Equalities Implications**

None directly although the successful adoption of the recommendations in the Topic Group's report would serve to reduce any health inequalities among care home residents.

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## Overview & Scrutiny Board 1 September 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](mailto:andrew.beesley@onesource.co.uk)

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

	<b>What is being decided?</b>	<b>Who is taking the decision?</b>	<b>When will the decision be made?</b> *	<b>Who will be consulted, and how will consultation take place?</b>	<b>How can comments be made on the decision before it is taken, when by and to whom (e-mail addresses)?</b>  Please see bottom of the Internet 'Council and Democracy' page for addresses.	<b>What documents or other information will be available</b>
Page 42	New Leisure Centre-Rainham Recommendation to: <ul style="list-style-type: none"> <li>• Agree the final price for a new build leisure centre in Rainham</li> <li>• Agree the leisure management contract variation</li> <li>• 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</li> </ul>	Leader of the Council	Not before August		Guy Selfe Health and Wellbeing Manager guy.selfe@haverling.gov.uk	
	Agreement to bid for funding from the GLA's Right to buy back fund 1.1 This report seeks approval from the Leader of the Council to submit a bid for funding to the Greater London Authority	Leader of the Council	August		Kirsty Moller Data Management & Programme Monitoring Officer kirsty.moller@haverling.gov.uk	



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

	<b>What is being decided?</b>	<b>Who is taking the decision?</b>	<b>When will the decision be made?</b> <b>*</b>	<b>Who will be consulted, and how will consultation take place?</b>	<b>How can comments be made on the decision before it is taken, when by and to whom (e-mail addresses)?</b>  Please see bottom of the Internet 'Council and Democracy' page for addresses.	<b>What documents or other information will be available</b>
<b>Page 43</b>	(GLA) as part of the Right to Buy-back fund. 1.2 Note that acceptance of any funding offered by the GLA, as a result of this bid, will be subject to a further detailed report and agreement from Cabinet. 1.3 Note that the Council reserves the right to review funding arrangements, unit numbers and tenures for any part of the 'Buy Back Programme' where GLA funding is not provided in full.					
	Award of Contract for Frozen Food and Groceries To agree an award of contract for a traded service to the incumbent supplier.	Cabinet Member for Education, Children & Families	Not before August		James Hughes  james.hughes@haverling.gov.uk	
	Grant agreement for receipt of SIP funding and call off from a multi supplier framework to deliver the SIP funded invest	Leader of the Council	Not before August		Daniel Moore Economic Development daniel.moore@haverling.gov.uk	

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

	<b>What is being decided?</b>	<b>Who is taking the decision?</b>	<b>When will the decision be made?</b> *	<b>Who will be consulted, and how will consultation take place?</b>	<b>How can comments be made on the decision before it is taken, when by and to whom (e-mail addresses)?</b>  Please see bottom of the Internet 'Council and Democracy' page for addresses.	<b>What documents or other information will be available</b>
Page 44	<p>in fibre project  The Leader is requested to agree to:</p> <ol style="list-style-type: none"> <li>1. Accept SIP funding of £800,000 from the London Borough of Bexley and enter into grant terms and conditions with Bexley for and on behalf of the Council to deliver the SIP funded invest in fibre project.</li> <li>2. Access Bexley's framework for ducting, gigabit managed service and infrastructure services (Reference Number: 5139), a multi – supplier procurement framework.</li> <li>3. Conduct a mini competition between the Suppliers appointed to the framework to identify an organisation to provide infrastructure services to a number of public sector sites within Rainham.</li> </ol>					

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

	<b>What is being decided?</b>	<b>Who is taking the decision?</b>	<b>When will the decision be made?</b> *	<b>Who will be consulted, and how will consultation take place?</b>	<b>How can comments be made on the decision before it is taken, when by and to whom (e-mail addresses)?</b>  Please see bottom of the Internet 'Council and Democracy' page for addresses.	<b>What documents or other information will be available</b>
Page 45	Replacement of a dilapidated (classroom) building at Parklands Junior School To use Education Grant Maintenance Funding to replace and demolish a dilapidated classroom block building at Parklands Junior School.	Cabinet Member for Education, Children & Families	Not before August		Gary Moreland Head of Asset Management gary.moreland@haverling.gov.uk	
	Authority to award a contract in relation to the construction of an extension to an existing ARP facility with associated external works at Clockhouse Primary School Authority to award a contract in relation to the construction of an extension to an existing ARP facility with associated external works at Clockhouse Primary School	Cabinet Member for Education, Children & Families	Not before August		Kathryn Skinner Architectural Officer kathryn.skinner@haverling.gov.uk	
	Dynamic Purchasing System – Semi-Independent	Cabinet Member for Education,	Not before August	All relevant, members, officers and business	Georgina Shapley	Document To Follow

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

	<b>What is being decided?</b>	<b>Who is taking the decision?</b>	<b>When will the decision be made?</b> *	<b>Who will be consulted, and how will consultation take place?</b>	<b>How can comments be made on the decision before it is taken, when by and to whom (e-mail addresses)?</b>  Please see bottom of the Internet 'Council and Democracy' page for addresses.	<b>What documents or other information will be available</b>
Page 46	<p>Accommodation (Children's)</p> <p>To seek approval to commence an open tender for semi-independent and supported housing providers to join the Council's bespoke Dynamic Purchasing System; ATLAS.</p> <p>In addition to this, approval is being sought to allocate a budget of £9,000,000 funding over a period of six years from the Looked After Children, Leaving Care and Asylum Seekers services for placements made under the following six categories:</p> <ol style="list-style-type: none"> <li>1. 16-18+ Semi-Independent Accommodation - Minimal Support</li> <li>2. 16-18+ Semi-Independent Accommodation - Therapeutic/additional support</li> <li>3. 18+ Shared House - Welfare Check</li> <li>4. 18+ Standalone Accommodation - Floating</li> </ol>	Children & Families		partners will be consulted, together with Market Stakeholders, ISS Team and Leaving Care Teams.	georgina.shapley@haverling.gov.uk	

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

	<b>What is being decided?</b>	<b>Who is taking the decision?</b>	<b>When will the decision be made?</b> *	<b>Who will be consulted, and how will consultation take place?</b>	<b>How can comments be made on the decision before it is taken, when by and to whom (e-mail addresses)?</b>  Please see bottom of the Internet 'Council and Democracy' page for addresses.	<b>What documents or other information will be available</b>
	Support 5. 18+ Standalone Accommodation - Therapeutic/additional support 6. 18+ HMO - Welfare Check					
Page 47	Review of Safe Working Practises - Council operated Weddings & Ceremonies The Director of Neighbourhoods will be asked to Review the decision taken on 19 <sup>th</sup> July to not increase capacity numbers at Council operated weddings & Ceremonies. When the decision was taken on 19 <sup>th</sup> July by way of Special Urgency, it was agreed the matter would be reviewed after 28 days.	Director Neighbourhoods	Not before August	All relevant, Members, officers and business partners will be consulted together with H&S at work consultants.	Louise Roast Registration & bereavement Services Manager louise.roast@haverling.gov.uk	Document To Follow
	12A-C Bridge Close, Romford, RM7 0AU - release of funding to enable acquisition by Bridge Close Regeneration LLP	Leader of the Council	Not before September		Nick Gyiring-Neilsen  nick.gyiring-nielsen@haverling.gov.uk	

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Page 48	The Leader of the Council is asked to agree to the release of funding to the Council's joint venture vehicle, Bridge Close Regeneration LLP, to complete the acquisition of 12 A-C Bridge Close Romford RM7 0AU					
	Ea21 Contract Award for supply of computer hardware 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 September	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	
	Virtual Permits Highways, Traffic and Parking Control Services are proposing	Cabinet	September	Changing to a virtual permit system will involve consultation with all major		Document To Follow

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Page 49	<p>to move to a virtual permit system to improve the customer journey and make savings on administration costs.</p> <p>Cabinet will be asked to agree the proposals for this.</p>			<p>internal stakeholders including Members. A public consultation would also be required to obtain an informed view from residents, businesses and visitors on using a virtual permits instead of the current paper based system. Other consultees would include neighbouring boroughs and governing bodies such as the Environmental and Traffic Adjudicators who have extensive experience with virtual permit systems.</p>		
	<p>Approval to continue to call off from the Active Homecare Framework</p> <p>Cabinet is asked to approve the decision to maintain the current supply arrangements with the existing providers on the Council's homecare framework, awarding contracts that run</p>	Cabinet	September		<p>Sandy Foskett</p> <p>sandy.foskett@haverling.gov.uk</p>	

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Page 50	until end of 2025. Providers currently part of the framework (including any successful in joining through evaluation of the outstanding applications) to continue offering services, via mini competition, up to end of December 2025. A mini competition happens when any new package of care is offered to all providers on the framework at the same time through an electronic system. The first provider to respond, who can also meet the requirements of the care package (eg can deliver care at the times of day requested), is the successful bidder.					
	Housing Strategy Cabinet is asked to adopt and implement the Housing Strategy	Cabinet	September		Gill Butler Head of Housing Strategy and Service Development gill.butler@havering.gov.uk	



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Page 51	Under utilised Council back offices to be declared surplus To ask Cabinet to declare the subject properties surplus to operational requirements.	Cabinet	September		Simeon Nnyombi  Simeon.nnyombi@onesource.co.uk	
	Introduction of All day Visitor Permit/Voucher Cabinet will be asked to introduce and all day Permit/Visitor Voucher.	Cabinet	September	All relevant members, officers and business partners will be consulted.	Lorraine Delahunty  lorraine.delahunty@havering.gov.uk	
	Housing Allocations Policy 2021 Cabinet will be asked to approve the Housing Allocations Policy	Cabinet	September	All relevant members, officers and business partners will be consulted.		
	Social Value Strategy	Cabinet	September		Lauren Gee Regeneration Officer lauren.gee@havering.gov.uk Tel: 01708 431784	
	Annual Procurement Plan	Cabinet	September	All relevant Members,		Document To

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Page 52	Cabinet will be asked to approve the Annual Procurement Plan and various delegations in relation to the proposed Contract Procedure Rules.			officers and business partners will be consulted.		Follow
	GLA's High Streets For All Challenge Cabinet will be asked to give approval to proceed with the GLA's High Streets for All Challenge.	Cabinet	September	All relevant members, officers and business partners will be consulted.	Lauren Gee Regeneration Officer lauren.gee@haverling.gov.uk Tel: 01708 431784	Document To Follow
	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 September	All relevant members, officers and business partners will be consulted.		Document To Follow
	Loans to Mercury Land	Leader of the	Not before	Theme Board, oneSource		

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Page 53	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.	Council	September	Business Partners and Board Members of Mercury Land Holdings Ltd.		
	8 Bridge Close, Romford, RM7	Leader of the	Not before		Nick Gyiring-Neilsen	

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Page 54	0AU - release of funding to enable acquisition by Bridge Close Regeneration LLP For the Leader to agree the release of funding to enable the acquisition of 8 Bridge Close by Bridge Close Regeneration LLP	Council	September		nick.gyring-nielsen@havering.gov.uk	
	Replacement Roofing and Associated Works 5 Year Contract Award of contract.	Cabinet Member for Housing	Not before September	All relevant Members, officers and business partners will be consulted.	Mark Howard mark.howard@havering.gov.uk	Document To Follow
	Asset Management Strategy and Action Plan Cabinet is asked to approve the Asset Strategy and Action Plan documents	Cabinet	October		Simeon Nnyombi Simeon.nnyombi@onesource.co.uk	
	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	

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Page 55	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 Gyiring-Neilsen  nick.gyiring-nielsen@havering.gov.uk	
	2 Bridge Close, Romford, RM7 0AU - release of funding to enable acquisition by Bridge Close Regeneration LLP For the Leader to agree the release of funding to enable the acquisition of 2 Bridge Close by Bridge Close Regeneration LLP	Leader of the Council	Not before October		Nick Gyiring-Neilsen  nick.gyiring-nielsen@havering.gov.uk	
	13 Bridge Close, Romford, RM7 0AU - release of funding to enable acquisition by Bridge Close Regeneration LLP For the Leader to agree the	Leader of the Council	Not before October		Nick Gyiring-Neilsen  nick.gyiring-nielsen@havering.gov.uk	

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Page 56	release of funding to enable the acquisition of 13 Bridge Close by Bridge Close Regeneration LLP					
	Award of contract for the supply, installation, support and maintenance of CCTV cameras for parking enforcement and Moving Traffic contraventions Award of contract for CCTV parking enforcement including installation, maintenance and support to the capital value of £4million and revenue value of £420k.	Director of Neighbourhoods	Not before October		Mel Gadd Highways Serice Unit Manager mel.gadd@haverling.gov.uk	
	Award of Pathway to Independence, Heather Court Contract Approval to award Pathway to Independence Contract for Heather Court at a cost of £757,000 (£149,000) for a	Cabinet Member for Education, Children & Families	Not before December		Chris Atkin Commisioner and Project Manager chris.atkin@haverling.gov.uk	

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	period of 5 years (3 +1+1contract)					
Page 57	Adoption of new RE Syllabus Adoption of a new RE Syllabus	Assistant Director for Education Services	Not before June		Susan Sutton  susan.sutton@haverling.gov.uk	

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

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