



OVERVIEW & SCRUTINY BOARD AGENDA

7.30 pm

**Tuesday
5 July 2022**

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

Members 12: Quorum 5

COUNCILLORS:

**Conservative Group
5)**

TBC

**Labour Group
(2)**

TBC

**Havering Residents' Group
(4)**

Gerry O'Sullivan (Chairman)
Philip Ruck (Vice-Chair)
Laurance Garrard
Natasha Summers

**East Havering Residents
(1)**

Martin Goode

**For information about the meeting please contact:
Anthony Clements 01708 433065
anthony.clements@oneSource.co.uk**

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

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

Reporting means:-

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

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

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

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

OVERVIEW AND SCRUTINY BOARD

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

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

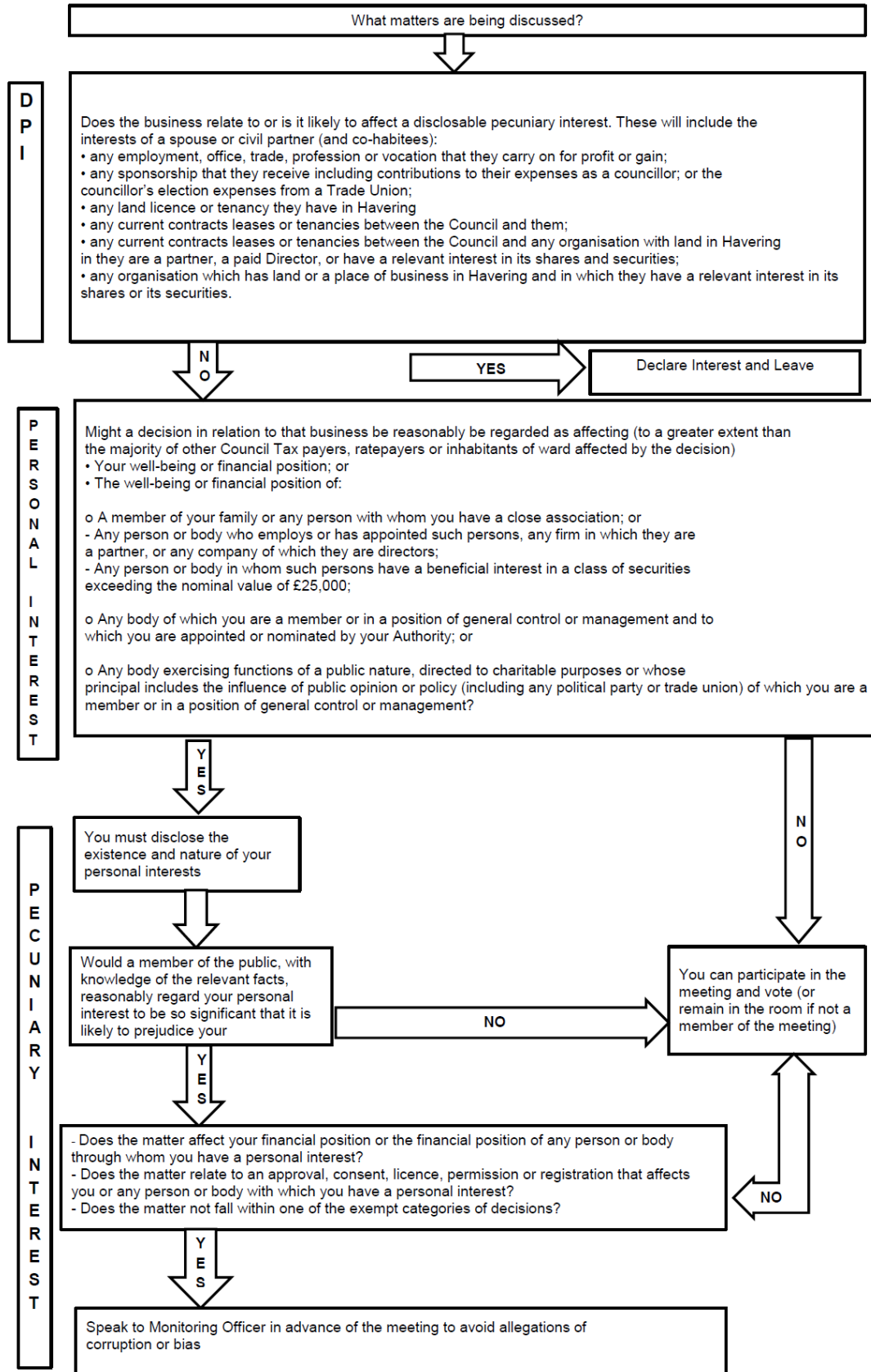
The Board is politically balanced and includes among its membership the Chairmen of the six themed Overview and Scrutiny Sub-Committees.

Terms of Reference:

The areas scrutinised by the Board are:

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

DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF



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 - 16)

To approve as a correct record the minutes of the meeting of the Board held on 19 January 2022 (exempt minutes not available to press or public) 15 February 2022 and 21 March 2022 (attached) and to authorise the Chairman to sign them.

5 CORPORATE RISK REGISTER (Pages 17 - 22)

Report attached.

6 LIST OF COUNCIL POLICIES (Pages 23 - 28)

Report attached.

7 COUNCIL'S FORWARD PLAN (Pages 29 - 44)

Report attached.

8 SCRUTINY PUBLICATIONS (Pages 45 - 102)

Documents attached for discussion with officers.

9 SCRUTINY BOARD AND SUB-COMMITTEE ANNUAL REPORTS (Pages 103 - 142)

Zena Smith
Democratic and Election Services Manager

**MINUTES OF A MEETING OF THE
OVERVIEW & SCRUTINY BOARD
Havering Town Hall, Main Road, Romford
19 January 2022 (7.30 - 9.23 pm)**

Present:

COUNCILLORS

Conservative Group Ray Best, Philippa Crowder, Judith Holt, Nisha Patel, Christine Smith and Maggie Themistocli

Residents' Group Ray Morgon and Stephanie Nunn

Upminster & Cranham Residents' Group Linda Hawthorn and Christopher Wilkins

Independent Residents' Group Natasha Summers and Graham Williamson

Labour Group Keith Darvill

North Havering Residents' Group Darren Wise (Chairman)

Apologies were received for the absence of Councillors Michael White and Barry Mugglestone (Stephanie Nunn substituting).

Also present:

Garry Knights, Assistant Director, Property Services
Lucas Critchley, Mears

Present via videoconferencing:

Councillor Joshua Chapman, Cabinet Member, Housing
Councillor Paul McGeary
Patrick Odling-Smee, Director of Housing Services

All decisions were taken with no votes against.

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

34 DISCLOSURE OF INTERESTS

There were no disclosures of interest.

35 AWARD OF CONTRACT FOR HOUSING REPAIRS AND VOIDS

Officers responded to the requisition grounds by stating that a robust repairs service was needed. Whilst the use of technology and IT would produce a better service for residents, there was also a commitment to protect in-person services. The co-location of services under the new contract was also essential. Eleven people across the housing department were involved in the procurement of the contract including one resident. No Members were directly involved.

The detailed contract specification did cover issues such as service delivery, IT and handling of customer complaints. This was however too large to include in the Cabinet report. The contract drove efficiencies by not giving any cost benefits if performance indicators were not met. The full document could be provided to Members if required although officers felt this mainly covered operational details that were not relevant to Members. The final version would be a public document.

The contract procurement was OJEU compliant and did include due diligence. Members felt that it would have been useful to have written answers to the call-in grounds prior to the meeting.

It was confirmed the contract covered approximately 700 properties and that a full list would be provided to the contractor at the commencement of the contract.

There had been a delay to the procurement exercise due to a conflict of interest between a bidder and the procurement consultant. A national schedule of rates would be used for the maintenance of communal areas.

Some 44 improvements were included in the contract covering areas such as greater availability of appointments over longer hours, more support for vulnerable residents and greater involvement of residents in the operation of the contract. The team monitoring the contract would include external independent advisors. An extra surveyor and two additional back office staff were being recruited to supporting monitoring of the contract and staff training was in progress for this. Overall staff numbers involved with the contract would increase from 30 to 55.

Some 90% of the contract would be delivered directly by the contractor. The remainder would be sub-contracted to local companies. The new contract contained more detail on the price per property and further details could be supplied on this. It was clarified that the term void referred to an empty property between lets.

A longer term contract allowed more investment in Havering by the contractor although officers added that 10 years was a relatively short duration for a housing contract. It was accepted that some work was required to be completed but officers were confident this could be completed prior to the start of the contract on 1 April. Progress on this could

be reported to the Towns and Communities Overview and Scrutiny Sub-Committee.

Details on alternative options considered were included in the Cabinet report. Officers confirmed that it was not possible to confirm the precise numbers of staff included in the TUPE transfer, prior to the transfer taking place.

The cost of the out of hours service was included as part of the price per property figure. The numbers of out of hours calls attended per year could be provided. Appointments would now be available until 8 pm on weekdays and on Saturday mornings. It was clarified that phone, as well as on-line contact methods would be retained as part of the core service.

Staff would be on-call to assist with e.g. incidents of flooding. This would be co-ordinated by the Council's out of hours service. The target for responding to emergency calls was 4 hours but responses would be made as soon as possible. Vulnerable residents were prioritised for response.

A representative of the proposed new contractor – Mears explained that a responsive repairs contract such as this was part of their core business. The company would look to employ people directly from the local community and have a local depot. Mears already a similar contract in Thurrock. It was wished to introduce digital services but also keep traditional methods of communication.

The new contract would start on 1 April 2022 and existing staff would have the opportunity to transfer to Mears. It was also planned to employ more apprentices on the contract. The matter of whether call handling would be undertaken by Mears or Council employees would be discussed. All IT systems would be developed in-house and it was hoped that technology would play a big part in the success of the contract. The new systems would allow the name and photograph of staff attending to be given to tenants. Officers were happy to bring a report in one year on the social value generated by the contract.

Mears would not take over part-completed work which would be finished by the existing contractor. It was likely that the previous contractor would undertaking new work from early March.

Mears employed around 4,500 people nationally across approximately 50 contracts. The amount of recruitment required would depend on the extent of the TUPE transfer. The out of hours phone number for the service would be the same as for all Council services and this would be communicated physically to all residents.

It was **AGREED** to exclude the press and public from the remainder of the meeting (other than the voting) since this would involve discussion of information that was not available to press or public by virtue of paragraphs 3 and 5 of Schedule 12A of the Local Government Act 1972.

The requisition was **NOT UPHELD** by 8 votes to 7 on the casting vote of the Chairman.

Members voting to uphold the requisition – Councillors Morgon, Nunn, Hawthorn, Wilkins, Summers, Williamson and Darvill.

Members voting not to uphold the requisition – Councillors Wise, Best, P Crowder, Holt, N Patel, Christine Smith and Themistocli. Second/casting vote not to uphold the requisition – Councillor Wise.

Chairman

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

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MINUTES OF A MEETING OF THE OVERVIEW & SCRUTINY BOARD Havering Town Hall, Main Road, Romford 15 February 2022 (7.00 - 9.45 pm)

Present:

COUNCILLORS

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

There were no apologies for absence.

All decisions were taken with no votes against.

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

36 DISCLOSURE OF INTERESTS

There were no disclosures of interest.

37 MINUTES

The minutes of the meetings of the Board held on 24 November and 7 December 2021 were agreed as a correct record.

38 2022/23 BUDGET SETTING CYCLE

Officers summarised the economic context of the budget reports. Public sector debt had gone up as a result of the pandemic and the Government wished to reduce borrowing. Rises in the fuel and power cost base had been higher in London and this had led to pressure on staff retention. Homelessness costs were also higher in London than the rest of the UK.

The budget report set out a balanced budget for 2022/23 but there remained a deficit of £26.4m for the four years up to 2026. A 1% rise in the adult social care precept was proposed together with a 1.99% increase in core Council Tax.

There remained uncertainty over the level of Government funding beyond the next year and the planned Fair Funding Review had not commenced yet. The levelling up agenda was likely to see a move of funds away from London and there remained inflation and energy cost pressures.

There had been some reduction in cost pressures due to savings from use of the Freedom Pass but demographic pressures were likely to increase costs. Savings had been identified by bringing more properties back into eligibility for Council Tax and a new model of cross-London procurement. The Spans and Layers review would see a reduction of around 400 posts by the end of September. A voluntary release scheme was operating in most areas and less use was being made of agency staff. Savings had also been identified by use of the Better Living project for social care and a review of high cost placements. Details of savings achieved by the Better Living project could be circulated.

Risks included it being increasingly difficult to find further savings, that income expected from the Health Sector may not come through and the emergence of any further Coronavirus variants. The Council's reserves had also reduced to £8m.

The budget consultation had run from November 2021 to January 2022 and received a total of 456 responses. The priorities identified by the consultation had been social care, NHS services and crime/community safety. Respondents had been supportive of most savings proposals with some concern (32% of respondents) being expressed about the planned staffing reductions. 43% of respondents to an on-line survey supported a Council Tax increase of up to 2%. Some extra funding for social care was also favoured.

The level of capital finance required was likely to rise significantly in 2022/23 due mainly to increased investment in housing. This funding was linked by to the Medium Term Financial Strategy by the Treasury Management Strategy Statement which was reviewed by Audit Committee three times a year.

Rent levels would increase by 4.1% but no more than a 10% rise in gas charges would be passed on to tenants. It was clarified that the national Council Tax rebate for energy costs was a separate payment from the main Council Tax account.

Enhanced IT systems had previously been introduced without reducing staff numbers, partly due to the impact of the pandemic. Examples included Fusion covering HR, finance and procurement and a replacement CRM system which was easier to manage and better for customers. There was

therefore a need for some staff reductions and a voluntary release scheme had been established. A recruitment panel was also reviewing all vacancies.

The detail of the impact of staff reductions was currently being worked through and this could be brought back to the Board. There remained approximately 3,700 posts in the Council.

A deep clean of all roads in autumn 2021 had received positive feedback and an outcomes based model had been established with varying cleaning rotas. This had been done within existing resources. The frequency of cleansing of specific roads could be checked if Members required this.

Officers emphasised that, despite 12 years of austerity, services still had to be provided. Havering was ranked as the 5th most efficient Council in the country but the pandemic had led to an overspend in adults and children's services. Officers confirmed that street closures for events were not charged for but that a standard fee was applied to closures for other reasons e.g. building works. Officers were happy to discuss specific issues with Members outside of the meeting. It was suggested that officers could accompany Members to view the poor state of pavements in the Rainham area. There was also a need to change residents' mindset as regards the dropping of litter.

It was agreed that there remained uncertainty over the level of Government funding for adult social care but extra funding had been built into the budget. Uncertainties in this area had been flagged in the report.

It was emphasised that the reduction of 400 posts was trying to be achieved in a positive way i.e. through voluntary release. It was accepted that there was anxiety among staff but the aim was to avoid compulsory redundancies. Councillor Ramsey added that balances were monitored closely but there was no alternative to working on projections at this stage. It was also hoped some responsibilities could be passed on to the NHS which would reduce budget pressures.

Some Members remained concerned about the low staff morale, particularly if there were to be compulsory redundancies. Officers responded that savings (and income generation) would still have to be achieved internally. Staffing was the Council's biggest expenditure and, whilst it was hoped to avoid compulsory redundancies, this could not be guaranteed. It was accepted that the workforce was tired after the pandemic but it was necessary to deliver change and to have difficult conversations with the workforce.

Details could be given separately on fees and charges in Planning but many of these were statutory and were not within the control of the Council. It was important to adopt the right mindset with contractors. The East London Waste Authority contract could be reviewed at the break point in 2027. Havering did benefit from a higher recycling rate due to its Green Waste collections.

Members had also asked for details of the specification of the Housing Repairs contract and it was suggested that more enforcement officers should be recruited. It was confirmed that the recruitment panel would allow the filling of posts that were income generating. Recruitment in Social Care and Housing would also be prioritised.

The overall position with adult social care funding remained uncertain and depended on Government announcements. The schools improvement team supported schools with finance issues but it was accepted that schools were also under pressure. The rent rise of 4.1% was within Government policy to allow maintenance of housing stock and was comparable with levels in other Councils. Benefit entitlements would increase by the same amount.

There had not been a single eviction due to rent arrears and the Council sought to support residents having problems meeting their rent payments. It was clarified that some recovery action had been taken but people were also supported to maintain their tenancies.

The Board recorded their thanks to the Chief Operating Officer who would shortly be leaving the Council.

The Board **AGREED** that the following comments on the budget reports should be submitted to Cabinet:

- All Members of the Board appreciate the seriousness of the current budget situation and the impact on the financial position of the Council of issues such as austerity, Covid-19 and funding uncertainties.
- The Board has some concerns over the impact of planned staff reductions on Council services, as well as on staff morale.
- The Board has noted the challenges around plans to increase the level of the Council's reserves.
- Concern has been raised by Board Members about the uncertain impact of Central Government's Social Care Plan on Social Care services in Havering. It is accepted that this may be challenging, once the full impact of Central Government proposals are known.
- The Board recommends that Cabinet asks the Board to scrutinise the impact of budget savings on Council services going forward.

39 **APPROVAL TO AWARD THE CONTRACT FOR SUPPORT, SUPPLY,
INSTALLATION AND MAINTENANCE OF CCTV CAMERAS FOR
ENFORCEMENT OF MOVING TRAFFIC CONTRAVENTIONS**

Due to time constraints, this item was not considered.

Chairman

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MINUTES OF A MEETING OF THE OVERVIEW & SCRUTINY BOARD Havering Town Hall, Main Road, Romford 21 March 2022 (7.30 - 9.15 pm)

Present:

COUNCILLORS

Conservative Group	Ray Best, Judith Holt, Nisha Patel and Christine Smith
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)

Apologies were received for the absence of Councillors Philippa Crowder and Natasha Summers.

All decisions were taken with no votes against.

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

40 APOLOGIES FOR ABSENCE AND ANNOUNCEMENT OF SUBSTITUTE MEMBERS

Apologies were received from Councillors Philippa Crowder and Natasha Summers.

41 DISCLOSURE OF INTERESTS

There were no disclosures of interest.

42 ORGANISATIONAL CHANGE POLICY AND VOLUNTARY RELEASE SCHEME

The senior responsible officer for the voluntary release scheme advised that there would be a reduction of around 400 posts across the Council by September 2022. The Council had to address a £13m budget gap and the new voluntary release scheme would be open to all Council employees with more than one year service.

Employees interested in the scheme were being asked to make a case explaining why they should be released. The relevant manager is then asked for their input and whether they support the case. Areas with staff shortages such as social workers or planners were unlikely to allow any voluntary releases. Eligible staff would receive a release payment of up to £30k as well as, if over 55 years of age, an unreduced pension payment up to the end of their service. Staff would also be asked to say how their existing post could be covered. The Senior Leadership team would review all applications for voluntary release in May 2022 and final decisions would be taken by a panel on 15 June with staff advised shortly afterwards. Drop in sessions were being held for staff and there was regular consultation with Trade Unions.

The Council's organisational change policy aimed to ensure fair, transparent and consistent management of change. The applications for voluntary release figures were currently being considered and it was aimed to minimise the impact of departures on service areas. Preparatory work would be done at this stage with the position being discussed with any new Administration after the election. Final decisions on allowing staff to leave would not be taken until 15 June. Some Members remained concerned that the process was too quick and that the impact on finance and services had not been fully considered. Officers responded that a timeline of six months was reasonable and that the impact on the service was considered on four occasions during the voluntary release process. It was noted that it was 400 posts that would be lost which could include some agency staff. The aim was to seek to minimise the impact of all lost posts.

The model was more staff-led, asking employees to express an initial interest in being released and had been used in other Councils such as Newham. Members felt it was important however to keep staff on board during the process. Decisions on voluntary release would be made in this financial year with the full financial benefit being felt in the following year. It was not possible at this stage to predict the numbers of staff who would apply to leave. If the required numbers asking to leave under voluntary release were not received then other ways of making the remaining savings would have to be considered. It was hoped to avoid compulsory redundancies but this could not be guaranteed.

Employees would lose their release payment if they moved to another Council within 4 weeks and could not return to Havering within 12 months, including as agency staff. The precise savings achieved would depend on the cost of the posts involved. Savings could also be made from any release of agency staff. Members remained concerned at the impact the loss of 400 posts would have on the delivery of public services.

The Board **NOTED** the position.

43 **CCTV COVERAGE**

Members were advised that it was a statutory duty of the Council to work with the Police and other partners to prevent or reduce crime and that CCTV was key to this. A survey of the existing cameras had been delayed due to the impact of the pandemic and a change in staffing arrangements. The affordability of the current CCTV arrangements in Havering was also being considered. A report on future CCTV arrangements was likely to be taken to Cabinet in June 2022.

The service did its best to ensure that cameras were repaired as soon as possible and cameras were audited quarterly. There had not been any incidents of faulty cameras that had led to the prevention of a crime investigation. The housing service was undertaking a consultation with tenants and leaseholders about CCTV and it was noted that cameras could only be put in areas identified by the crime data. The consultation would be widespread.

There had been a number of successful uses of the CCTV system including a nationally publicised murder case in the Brewery. Three muggers had also recently been located via CCTV and their details passed to Police. It was accepted that the current CCTV system was not ideal but it did work. The CCTV pictures were sufficiently clear to enable the Police to identify people from them.

Faulty cameras would be repaired within in a week if possible although repair times averaged 3-4 weeks due to replacement parts being needed. The average repair time would be confirmed by officers but mobile cameras could be used if necessary. Members felt that a detailed report on CCTV costs would be needed if any pre-decision scrutiny was to be undertaken.

It was important that people reported crimes as this data fed into the areas where CCTV could be located. The initial priority for the CCTV network would be coverage of town centres.

The Board **NOTED** the position.

44 **REVIEW OF THE EFFECTIVENESS OF THE BOARD**

The Assistant Director of Policy, Performance and Community explained that it had not been possible to look at other models of scrutiny due to the impact of Covid. The Board had been provided with a survey from the Centre for Governance and Scrutiny which would assist with annual scrutiny reports as well as a Councillor scrutiny handbook which would allow suggestions for what would help overview and scrutiny in Havering. Scrutiny guidance from the Centre for Governance and Scrutiny had also been made

available. It was confirmed that the Assistant Director – Sandy Hamberger was the Statutory Scrutiny Officer for the Council.

Some Members felt that the current Overview and Scrutiny system was not working very well and more officer support was needed. It was felt that there was no parity of esteem between scrutiny and the Administration and this was shown by there not being any Opposition Chairs of Scrutiny. A review of the scrutiny process in 2018 had not proceeded.

Officers would also follow up on whether the Board could have sight of the self-assessment section of the recent READI review.

The Board **NOTED** the position and the documents presented.

Chairman

Overview & Scrutiny Board

5 July 2022

REPORT

Subject Heading:

Corporate Risk Register

SLT Lead:

Sandy Hamberger, Assistant Director of Policy, Performance and Community

Report Author and contact details:

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

Policy context:

The report deals with a statutory process.

Financial summary:

There is no significant financial impact from the statutory processes as these requirements are being met by existing budgets.

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

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

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SUMMARY

The Council's Corporate Risk Register is attached for scrutiny by the Overview and Scrutiny Board.

RECOMMENDATION

That the Board scrutinises the Council's level of corporate risk and makes any recommendations in connection with this.

REPORT DETAIL

The Council's Corporate Risk Register is attached for scrutiny by the Board. The Board is invited to use its powers to consider, with the assistance of officers, the current level of risk to which the Council is exposed and make any recommendations in connection with this.

Summary of Corporate Risk Register – Quarter One 2022/2023

Risk Ref	Risk Description	Current	Date of Next Review
1	<p>Major system/ supplier failure or natural disaster, external infrastructure failure Lack of effective business continuity plans / emergency planning and poor defences in places (e.g. severe weather, flooding, pandemic etc). Business Continuity (BC) and Councils Service Resilience in the event of an IT Outage, including from Cyber Security - If the council has a Business Continuity disruption and is unable to ensure the resilience of key Council operations and business activities, then the impact of the event maybe increased with a greater impact on people and council Services.</p>	6	31/08/22
Page 19 2	<p>Information Communication Technology (ICT) Risks - Inability to keep up with pace of change. Specific risks include: • Cyber Security– Technical Controls & Platforms. Key potential causes are: - Lack of investment in appropriate technologies. - Reliance on in-house expertise, and self-assessments (PSN). • Information Security Policies and Risk Management There is a risk that if the council does not have an Information Security Management System then it will not be able to effectively manage Information Security risks. Key potential causes are: - Ineffective Information Security Management System, inadequate resources to create and maintain an ISMS, management buy in and support to operate an ISMS. - Lack of formal approach to risk management (ISO27001). • ICT Resilience - The Councils ability to deliver critical and key services in the event of ICT outages and be able to recover in the event of system and/or data loss. Key potential causes are: - Poor Business Continuity (BCP) planning and understanding of key system architecture. - Untested Disaster Recovery (DR) arrangements including data recovery. - Untested network reconfiguration to alleviate key location outage. - Untested recovery schedules in terms of order and instructions. - Lack of resilience available for legacy systems (single points of failure - people and technology). - Services undertaking their own IT arrangements outside of the corporate approach • Suitability of Line of Business Systems and the Councils reliance on legacy systems. Key potential causes are: - Lack of desire to change, systems. - Significant transition activity leads to systems being Expensive/complex to change. - Lack of understanding of consequences of not changing systems on ICT. • CRM - resources and support issues • Infrastructure Network age (over 10 years old) - failure of critical systems</p>	10	31/08/22

3	Financial Resilience The Council is unable to deliver a balanced budget from: <ul style="list-style-type: none"> • Loss of agreed MTFS planned Income • Non-achievement of planned MTFS savings • Increased financial support for Businesses, Voluntary Sector • Inability to forecast due to uncertainty over future funding model • Not-receiving full re-imbursement from the Government • Increased bad debt provision • Use of Reserves • Impact of wider economic issues – i.e. inflation and recession 	16	31/08/22
4	Potential harm to people we owe a duty of care <ul style="list-style-type: none"> • Social care fails in its duty of care, particularly to the vulnerable in society (as a result of reduced staffing, increased hospital discharges etc). - service user is harmed as a result of provider failure • Safeguarding issues occur due to multiple issues with DOLS, BIA and easement of care act • The risk is that adult social care and council fails in its duty of care, particularly to the vulnerable in society, and a service user is harmed or dies as a result of those failures. This includes illegal deprivation of liberty of users of services, where the appropriate Deprivation of Liberty Safeguard is not in place. Potential harm to children we owe a duty of care. • Children's Social Care fails in its duty of care to children and a child is harmed or dies as a result of those failures. 	12	31/08/22
5	Council fails to adapt to changing context New and ongoing work towards meeting the climate change agenda could have a wider impact of the council's ability to adapt to a changing environment. The risk is new expectations and deadline to meet certain criteria to a more climate change responsible environment.	8	31/08/22
6	Major Supplier Failure / Collapse of the local social care provider market Instability of the social care market due to problems with financial sustainability, workforce capacity and recruitment means that the Council are unable to commission care and support services for vulnerable residents. There is a risk that the Council does not meet statutory obligations to those we owe a duty of care Capacity issues within the provider market sector (linked to recruitment and retention) could lead to an inability to meet demand for services which could result in poor quality provision and significant unmet needs and higher dependency levels The cost of care in residential homes is incompatible with the Council's rate leading to an unstable market and residential care home refusing to take clients The rates or agreed charging periods that the Council offer to domiciliary care agencies is insufficient to support a high quality community service and may result in a risk to safeguarding of vulnerable people, delays in discharging people from hospital and inappropriate admissions to hospitals and care homes. These issues are likely to be compounded due to inflationary increases for both existing and future contracts.	16	31/08/22

7	Non-compliance with Health and Safety regulations <ul style="list-style-type: none"> • Council properties are not safe for residents and the Council houses people in unsafe residences. - Repairs and Voids procurement: delays in procurement and inappropriate approach - Fire Safety: Regulatory FRA surveys and works not being managed/remedial works not delivered - Compliance Management: regulatory breaches resulting in fines from HSE, housing rating system breaches with risk of harm or injury to staff 	8	31/08/22
8	Breakdown of relationships with local business community Economic downturn negatively impacting local businesses. Risk of a breakdown in the Council relationship with local business could lead to a lack of trust and engagement.	8	31/08/22
9	Significant Governance or control Failure Further work needs to be undertaken to develop a comprehensive, auditable and objective assurance process to give reassurance that the Governance framework is understood and embedded within the organisation. Particular emphasis should be given to ensuring that any change in the governance framework is known and addressed and that new personnel are equipped with the correct knowledge and understanding.	12	31/08/22
Page 21	Failure to deliver strategic corporate priorities Council priorities are not met leading to dissatisfaction from residents. Council priorities are amended, not met or significantly delayed There is a risk that a breakdown in the Council relationship with residents could lead to a lack of trust and engagement, poor communication, non-delivery of objectives; and, failure to meet expectations. Risk that a loss of trust occurs if complaints and Member's Enquiries handled poorly or in an untimely manner.	12	31/08/22
11	Workforce There is a risk that the current work stream demands combined with staff reductions across the Council result in pressure being placed on resources, this in turn could lead to the Council struggling to meet changes in demand for services.	12	31/08/22
12	Regeneration Shaping future of Borough - and impact of economic downturn. Circumstances that have arisen at other Councils have highlighted the importance of monitoring the sustainability of significant regeneration programmes. Quality of housing in Borough - ensuring it is fit for the future. Inflationary rises mean that the cost of developments may not be sustainable / achievable.	12	31/08/22

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Overview & Scrutiny Board

5 July 2022

REPORT

Subject Heading:

List of Council Policies

SLT Lead:

Sandy Hamberger, Assistant Director of Policy, Performance and Community

Report Author and contact details:

Anthony Clements Principal Democratic Services Officer

anthony.clements@onesource.co.uk

Policy context:

The report deals with a statutory process.

Financial summary:

There is no significant financial impact from the statutory processes as these requirements are being met by existing budgets.

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

Communities making Havering

[X]

Places making Havering

[X]

Opportunities making Havering

[X]

Connections making Havering

[X]

SUMMARY

The Council's List of Policies is attached for scrutiny by the Board.

RECOMMENDATION

That the Board scrutinises the Council's List of Policies and selects which areas it would like to add to its work programme for more detailed scrutiny work.

REPORT DETAIL

The Local Government Act 2000 introduced a new political management system for local councils in England and Wales, requiring them to have a separate 'executive' in the form of a leader, or elected mayor, and cabinet. To provide a counterweight for this, the Act required every council with an executive management structure to have an overview and scrutiny committee. This enables the rest of the council to scrutinise the executive by scrutinising their decisions and policies, and issuing reports and recommendations as appropriate. The key purposes of scrutiny is to improve outcomes for residents:

The current suite of Council Policies and Strategies is provided for Scrutiny Members' information and to aid consideration in regards to their future work programme. Options for Scrutiny focus include:

Scrutinising an existing specific Policy or Strategy
Pre-scrutiny as Policies are reviewed during their lifecycle or new policies
Ad hoc

Council Policies and Strategies

As at June 2022

Adult Social Care

Policies	Strategies
Residential Care Charging Policy	Burials Procedures for Adult Services
Non-Residential Care Charging Policy	Joint Havering Dementia Strategy
Deferred Payment Policy	Havering All Age Autism Strategy
Complaints Policy & Procedure	Joint Havering Carers Strategy
Private Housing Health Assistance Policy	Joint Commissioning Strategy
Adult Social Care and Support Planning Policy	
Modern Slavery (and Human Trafficking) Policy/Strategy	

Children's Services

Policies	Strategies
Children Missing Education Policy	Case Recording Standards
Attendance Policy	Statement of Purpose – Adoption
School Admission Code	Statement of Purpose – Fostering
Traded Services Fee and Charges Policy	Sufficiency Statement
Uniform policy	Early Help Strategy
Traded services complaints policies	CSE Strategy
In Year Fair Access protocol	Corporate Parenting Strategy
Elective Home Education	Havering Permanency Strategy
Managed Move Policy	Participation Strategy
Re-Integration Policy	Joint protocol on the provision of accommodation for 16 and 17 year old young people who may be homeless and / or require accommodation
5 Day Direction Policy	Havering Missing Protocol
Fixed term and Permanent Education Policy	SEND Strategy
School Inclusion Policy	Private Fostering Statement / plan
Local Offer for Care Leavers	Statement of Purpose - Private Fostering
Fostering Fee Policy	Reducing Re-offending Strategy
Staying Put Policy	Youth Justice Plan
Family and Friends Policy	Adolescent safeguarding strategy
Delegated Authority Policy – foster carers and residential workers	Commissioning Plan for Education Provision
Pupil Premium Policy	School Quality Assurance Framework HES Commercial Strategy 2019-22
Youth Justice Risk Management Policy	High Needs Strategy
NRPF policy	Quality Assurance Framework
Havering Multi-Agency Preparation for Adulthood Protocol	
Social Work Supervision Policy and Guidance	
Travel Assistance Policy	
Personal Budget Policy – Children's	
Short Breaks Statement	
Looked After Children's Savings Policy	
Direct Payments Policy for Children's	

Chief Operating Officer

Policies	Strategies
Consultation Policy	Corporate Plan
Business continuity Policy	Medium Term Financial Strategy

Emergency Planning Policy	Capital Programme and Strategy
Corporate Lettings Policy	Treasury Management Strategy Statement (TMSS)
Events Policy	Mid-Year TMSS Report
	Annual TMMS report
	Corporate Performance Framework
	Voluntary Sector Strategy
	Volunteer Strategy
	Business Intelligence Strategy
	Policy and Strategy Development Framework
	Major Emergency Plan
	Corporate Business Continuity Plan
	Research Governance Policy & Procedure
	Employment & Skills Plan
	Community Cohesion Strategy 2018-2022
	Customer Experience Strategy
	Cultural Strategy
	Arts Strategy
	Sports and Physical Activity Strategy
	Internal Communications Strategy and Plan
	External Communications Strategy
	Library Strategy

Housing

Policies	Strategies
Asbestos Policy	Housing Asset Management Strategy
Goodwill discretionary payment policy	Prevention of Homelessness and Rough Sleeping Strategy
Professional Boundaries Policy	Tenancy Strategy
Housing Temporary Accommodation Allocations Policy	Housing Strategy
Intermediate Housing Policy	Extra Care Housing Strategy
Tenancy Policy	Social Value Strategy
Domestic Abuse Policy	Housing IT Strategy
Decant & Possession Policy	Resident Engagement Strategy
Tree Management Policy	Private Sector Leasing Strategy
Income Management Policy	Temporary Accommodation Procurement Strategy
Succession and Assignment Policy	Welfare reform & Universal Credit Strategy
Hostel Policy	Fire Safety Management Plan
Private Housing Health Assistance Policy	Asbestos Safety Management Plan
Rent Policy	Supported Housing Strategy
Dementia Policy	
Keeping in Contact Policy	
Risk Management Policy	
Hoarding & Clutter Policy	
Procurement Policy	
Tenancy - Abandonment Policy	
Tenancy - Fixed Term Tenancies Policy	
Tenancy - Squatters Policy	
Tenancy - Termination of tenancies policy	
Tenancy - Unauthorised occupiers policy	
Tenancy - Unhygienic Properties policy	
Homeownership - Buy Back policy	
Homeownership - Forfeiture policy	
Mobility Scooter Policy	

Lone Working policy	
Significant Incident Policy	
Homeownership - Shared Ownership Policy	
Homeowner - Lease Extension Policy	
Homeowner - Leasehold Management policy	
Homeowner - Right to Buy Policy	
Homeowner - Staircasing policy	
Income Management - Financial Inclusion Policy	
Resident engagement policy	
Resident Engagement - management of Community halls policy	
Resident Engagement - TMO Management policy	
Move on Policy	
Repairs Policy	
Compliance policy	
Fire Safety Policy	
Health & Safety Policy	
New build policy	
Divestment policy	
Aids and Adaptions policy	

Neighbourhoods

Policies	Strategies
Highways Resurfacing Policy	Municipal Solid Waste Management Strategy
Discretion Policy for the Enforcement and Cancellation of Penalty Charge Notices	Winter Service Highways Operation Plan
Enforcement Policy	Parking Strategy
Sex Establishment Policy	Highways Asset Management Plan
Public Protection Private Sector Housing Enforcement Policy	Local Flood Risk Management Strategy
Statement of Licensing Policy	Highways Adoption & Commuted Sums
Street Trading Policy	Street Lighting
Statement of Gambling Policy	Nature Conservation and Biodiversity Strategy
Anti-Social Behaviour Policy	Air quality Action Plan
Parking Bad Debt policy	Contaminated Land Inspection Strategy
Statement of Community Involvement 2021	Food & Feed Law Service Plan
Policy for planning enforcement in Havering	Health and Safety Enforcement Plan
Street Naming and Numbering Policy	Reducing Reoffending Strategy
Memorial Safety Policy	Community Safety Plan
Domestic Vehicle Crossover Policy	VAWG Strategy
	Serious Group Violence and Knife Crime Strategy
	Haverings local Biodiversity Action Plan
	Havering Strategic Flood Risk Assessment (SFRA)
	Site Specific Allocations Development Plan Document
	2008 and Site Specific Allocations in the Romford Area Action Plan 2008
	Local Implementation Plan
	Joint East London Waste Plan
	Parks Strategy
	Tree Strategy
	Havering Network Management Strategy
	Havering Local Plan
	Heritage Supplementary Planning Document
	Residential Extensions and Alterations SPD 2011

	Hall Lane Policy Area Supplementary Planning Document
	Emerson Park Policy Area Supplementary Planning Document

Public Health

Strategies
Drug and Alcohol Strategy
Prevention of Obesity Strategy
Joint Health and Wellbeing Strategy
Joint Strategic Needs Assessments (JSNA)
Pharmaceutical Needs Assessments (PNA)
Joint Suicide Prevention Strategy
Tobacco Harm Reduction
Sexual and reproductive health

Regeneration

Strategies
Rainham & Beam Park Masterplan and Strategy
Inclusive growth Strategy
Social Investment Strategy

Overview & Scrutiny Board

5 July 2022

REPORT

Subject Heading:

Council's Forward Plan of Key Decisions

SLT Lead:

Sandy Hamberger, Assistant Director of Policy, Performance and Community

Report Author and contact details:

Anthony Clements Principal Democratic Services Officer

anthony.clements@onesource.co.uk

Policy context:

The report deals with a statutory process.

Financial summary:

There is no significant financial impact from the statutory processes as these requirements are being met by existing budgets.

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

Communities making Havering

[X]

Places making Havering

[X]

Opportunities making Havering

[X]

Connections making Havering

[X]

SUMMARY

The Council's Forward Plan of Key Decisions is attached for scrutiny by the Board.

RECOMMENDATION

That the Board scrutinises the Council's Forward Plan of Key Decisions and uses this to inform its schedule of pre-decision scrutiny work as well as its overall work programme.

REPORT DETAIL

The Council's Forward Plan of Key Decisions is attached for scrutiny by the Board. This details all planned decisions by the Council with a value in excess of £500,000 or that are likely to have a significant impact on two or more wards.

The Board has the power to undertake pre-decision scrutiny of any of these decisions and make comments or recommendations to the decision maker, prior to any final decision being taken. The Board is therefore asked to select any items it wishes to schedule for pre-decision scrutiny or to add to its general work programme.

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 Alison McKane, Monitoring Officer, Town Hall, Main Road, Romford. RM1 3BD, or email alison.mckane@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
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Page 32	Settlement of Compensation Following a Property Acquisition for the Regeneration of Rainham and Beam Park To settle the compensation payable for the acquisition of property following the earlier Executive Decision covering the initial purchase costs.	Leader of the Council	Not before May		Harry Scarff Commercial Manager Harry Scarff <Harry.Scarff@havering.gov.uk>	
	Award of a D&B Contract for construction of a new SEN Block at St. Edward's Primary Authority to award a D&B Contract for construction of a new SEN Block at St. Edward's Primary School.	Director of Children's Services	Not before May		Paola Crivello Architectural Officer paola.crivello@onesource.co.uk	
	Consultation on ECVP's in Car Parks A Key decision to progress the consultation over the installation of Electric Charging Vehicle Points in Council	Cabinet Member for Environment	Not before May		Martin Day Martin.Day@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
	owned car parks.					
Page 33	Entering into the 2021-26 Affordable Homes Contract with the Greater London Authority Cabinet is asked to approve the decision to enter into the 2021-26 Affordable Homes grant contract with the Greater London Authority.	Statutory Section 151 Officer Finance	Not before May		Kirsty Moller Data Management & Programme Monitoring Officer kirsty.moller@haverling.gov.uk	
	Decisions Relating to Thames Freeport To delegate authority for the Chief Executive, Andrew Blake-Herbert to sit on the board of Directors for Thames Freeport and to approve a scheme of rate relief for the freeport area.	Leader of the Council	Not before May		Kirsty Moller Data Management & Programme Monitoring Officer kirsty.moller@haverling.gov.uk	
	13 Bridge Close, Romford, RM7 0AU - release of funding to enable acquisition by Bridge Close Regeneration LLP	Leader of the Council	Not before May		Nick Gyiring-Neilsen nick.gyiring-nielsen@haverling.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
Page 34	A decision is required for the Leader of the Council to agree to the release of funding to the Council's joint venture vehicle, Bridge Close Regeneration LLP, to complete the acquisition of 13 Bridge Close, Romford, RM7 0AU.					
	Approval to commence procurement process for PAL framework Fresh Fruit and Vegetables HES Catering Services are seeking approval to commence a procurement process of behalf of PAL (procurement across London) group to renew the current fruit and vegetable framework	Cabinet Member for Children's Services	Not before June		Michelle Tarten Contracts and Brokerage Manager michelle.tarten@havering.gov.uk	
	Energy Rebate Discretionary Scheme 2022 Approval of the Energy Rebate Discretionary Scheme.	Cabinet Member for Finance & Transformation	June		Chris Henry chris.henry@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
Page 35	Housing Support Fund 2022 To use the DWP Housing Support Fund of £1.6million to provide a package of financial help for low income households with children,pensioners and vulnerable individuals.	Cabinet Member for Finance & Transformation	Not before June		Chris Henry chris.henry@haverling.gov.uk	
	Award of Contract for the Domestic Abuse Women's Refuge and Community Based Service Seeking approval to award a five year contract with an option to extend for two year for the provision of a Domestic Abuse Women's Refuge and Community Based Service from 1st September 2022.	Cabinet Member for Adults and Health	Not before June		Sandy Foskett sandy.foskett@haverling.gov.uk	
	Payment Acquirer Contract To re-let a contract that enables the Council to accept debit and credit cards either	Statutory Section 151 Officer Finance	Not before June		Adam Kendall adam.kendall@onesoure.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
	face to face or through e-commerce routes.					
Page 36	Award of Pathway to Independence service, Heather Court Approval to award the Pathway to Independence service, Heather Court contract to successful bidder.	Director Children's Services	Not before June		Chris Atkin Commissioner and Project Manager chris.atkin@haverling.gov.uk	
	Contract with an approved supplier to deliver the SIP funded Invest in Fibre project. Approval to contract with an approved supplier to deliver the Strategic Investment Pot funded invest in fibre project. Please note that this decision will be taken under General Exception provisions in order to enter into contract this financial year.	Director of Regeneration Programme Delivery	Not before June		Daniel Moore Economic Development daniel.moore@haverling.gov.uk	
	Extension of contract for the	Director	Not before		MarieClaire Irvine	

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 37	post mortem mortuary service at Queen's Hospital This decision will seek approval to extend the current contract with Queen's Hospital for a post mortem mortuary service. Historically, public protection has paid for this service, which is a legal requirement.	Neighbourhoods	June		Environmental Protection and Housing Manager marieclaire.irvine@haverling.gov.uk Tel: 01708 432649	
	Litter / Park additional enforcement To agree to bring in an additional enhanced private enforcement service.	Cabinet Member for Community Safety	Not before June		Chris McAvoy Head of Environmental Enforcement and Community Safety chris.mcavoy@haverling.gov.uk	
	Acquisition of Land and Property at Bridge Close and Oldchurch Road To allow the release of funds to Bridge Close Regeneration LLP to enable the acquisition of land and property at Bridge Close and Oldchurch Road for purposes of regeneration.	Leader of the Council	Not before June		Nick Gyiring-Neilsen nick.gyiring-nielsen@haverling.gov.uk	

LONDON BOROUGH OF HAVERING
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	Adoption of new RE Syllabus Adoption of a new RE Syllabus	Assistant Director for Education Services	Not before June		Susan Sutton susan.sutton@havering.gov.uk	
Page 38	Appointment of Microsoft Gold Partner to provide implementation Services for the council's Digital Platform, Dynamics 365 To agree the appointment of a Microsoft Gold Partner to provide delivery services for the implementation of the council's digital platform Dynamics 365. The procurement will be managed through the GOV.UK Digital Market Place G-Cloud framework providing access to pre-negotiated pricing for best in class suppliers.	Director of Partnerships and Organisational Development	Not before June		Gareth D Charles Programme Manager gareth.dcharles@havering.gov.uk	
	Highways Tree Maintenance Contract	Assistant Director, Public	Not before June		Jacki Ager	

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
	To procure the contract for the Maintenance of Highway Trees.	Realm			jacki.ager@havering.gov.uk	
Page 39	Submission of Bid for Levelling Up Round 2 To agree the submission of the Levelling Up Round 2 bid (closing date is 6th July)	Leader of the Council	July		Howard Swift howard.swift@havering.gov.uk	
	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
	Contract Award - Homecare Light Touch Framework Seeking approval for homecare providers to join Havering's Homecare Light	Cabinet	July		John Green Head of Joint Commissioning john.green@havering.gov.uk Tel: 01708 433018	

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
	touch Framework following a competitive tender process.					
Page 40	Establishing the Havering Borough Partnership and Integrated Care Board Approval to establish a Committee of the Integrated Care Board in Havering.	Cabinet	July		Rebecca Smith Commissioning Programme Manager rebecca.amy-smith@haverling.gov.uk	
	Agreement to bid for funding from the Mayors Care & Support Specialised Housing Fund via the Greater London Authority This report seeks approval to submit a bid for affordable grant funding from the Greater London Authority for a total of £720k to progress the completion of 6 units within one of Havering's Supported Living Schemes to support adults with disabilities	Leader of the Council	Not before July		Chris Atkin Commisioner and Project Manager chris.atkin@haverling.gov.uk	
	The replacement of existing 15	Cabinet Member	Not before		Ade Oshinmi	

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 41	passenger lifts with new Lifts at Delta Estate; Dryden & Kipling Towers; Rotunda and Garrick House Permission to appoint a lift contractor to carry out Lift Replacement & Associated Works at Delta Estate (Edinburgh House, Victoria House, Mountbatten House, and Elizabeth House); Dryden & Kipling Towers; Rotunda and Garrick House are housing blocks in Havering	for Housing	July		ade.ashinmi@haverling.gov.uk	
	Agreement to bid for funding for Supported Housing at Mawney Close from the GLA's Affordable Homes Programme 2021 - 2026 This report seeks approval to submit a bid for affordable grant funding from the Greater London Authority for a total of £960k to progress the completion of 8 units to support young people leaving	Leader of the Council	July		Chris Atkin Commisioner and Project Manager chris.atkin@haverling.gov.uk	

LONDON BOROUGH OF HAVERING
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	care.					
Page 42	Parks Strategy 2022 to 2032 Cabinet will be asked to agree the Parks Strategy.	Cabinet	August	All relevant members, officers and business partners will be consulted.	James Rose james.rose@haverling.gov.uk	
	All Age Autism Strategy 2022-2025 Finalisation of Haverling's All Age Autism Strategy 2022-2025, following formal consultation of draft strategy.	Cabinet	August		Georgina Shapley georgina.shapley@haverling.gov.uk	
	Finance review 2022/23 Update on the Council's financial position for 2022/23 and Medium Term Financial Strategy 2023-2027	Cabinet	September		Richard Tyler Finance Strategy Manager Richard.Tyler@onesource.co.uk Tel: 01708 433340	
	Future CCTV Provision in Haverling Cabinet is asked to determine the scope of future CCTV provision for the Borough.	Cabinet	September		Chris McAvoy Head of Environmental Enforcement and Community Safety chris.mcavoy@haverling.gov.uk	

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

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	Social Value Strategy	Cabinet	September		Lauren Gee Regeneration Officer lauren.gee@havering.gov.uk Tel: 01708 431784	
Page 43	Ban on releasing Sky Lanterns and introduce a new Policy To agree to ban the use and release of sky lanterns on council land, and to write a policy on this, while considering including helium balloons and fireworks.	Cabinet	September		Nick Kingham nick.kingham@havering.gov.uk	
	Mercury Land Holdings- update to Business Plan 2022/23 Cabinet will be asked to agree the updated business plan for Mercury Land Holdings for 2022/23, including scheme budgets.	Cabinet	October		Garry Green Property Strategy Manager garry.green@havering.gov.uk Tel: 01708 432566	
	Award of contract for the Integrated Recycling, Waste Collection and Street	Cabinet	October		Mel Gadd Highways Service Unit Manager mel.gadd@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
Page 44	Cleansing Contract Award of contract to recommended supplier following procurement. The contract will be for an initial 8 year period with an option to extend for a further 8 years. The value is £176.3m and will affect all wards in the Borough.					

2020-21 Annual Survey
of Overview and Scrutiny
in Local Government



Introduction

This year's Centre for Governance and Scrutiny (CfGS) Annual Survey of Overview and Scrutiny in Local Government has been carried out in an environment dominated by the ongoing coronavirus pandemic.

On account of this, although we have continued to ask many of the same questions about the resourcing and structures of scrutiny, we have refocused to reflect on **experiences on governance and scrutiny relating to the pandemic**, as well as on **pressures relating to local authority finances and commercial activity**.

As we emerge from the pandemic, local government and the public sector more generally finds itself at a crossroads – on the cusp of transformation to fundamentally different ways of working but lacking the resources and capacity to confidently grab hold of this opportunity. Part of our work this year is about exploring what scrutiny can do to understand this challenge, and to assist councils with this shift in approach.

This publication forms part of CfGS's Government-funded support for English councils on governance and scrutiny.

Report Authors

Kate Grigg

Ed Hammond

Executive Summary

On the pandemic

- Broadly speaking, where scrutiny continued it was able to positively contribute to matters relating to the pandemic.
- Ineffective scrutiny during the pandemic unsurprisingly correlates with ineffective scrutiny in other areas (particularly financial scrutiny, and a poor approach to making recommendations), and with a poor level of organisational commitment to scrutiny in general.

On finances and commercial activity

- Less than 50% of respondents had confidence that scrutiny is able to adequately oversee matters relating to their council's commercial activities.
- Scrutiny's awareness of and understanding of risk is improving, but there are still gaps.

On effectiveness generally

- Recommendation quality and monitoring has improved slightly since 2019.
- Committee structure, and the number of committees, seems to have no appreciable impact on scrutiny's effectiveness.
- In councils that demonstrated our 'effectiveness measure':
 - They tend to have more dedicated scrutiny officer resource;
 - They tend to use protocols and info digests;
 - They tend to have politically balanced chairs;
 - They tend to agree that there is a cross-party approach to scrutiny and that there is parity of esteem between scrutiny and the executive.

On councillors and politics

- Scrutiny is more effective in councils which take member support and development more seriously.
- The political contestability of councils (i.e. whether the political party holding the majority of the seats changes frequently) does not make much difference to scrutiny's effectiveness.
- The importance of culture has been reinforced.

On resourcing, and the capacity for scrutiny to deliver change

- The average number of FTE scrutiny officers per authority is 1.1.
- The specialist model is the common support arrangement for scrutiny.
- The drop in resourcing continues to have an impact on perceptions of scrutiny's effectiveness.

What we think councils could do differently

- Council executives must urgently satisfy themselves that they are proactively doing all they can to support and foster a culture which welcomes scrutiny and an effective scrutiny function.
- This assurance should be supported by advice given by an authority's statutory scrutiny officer – we now recommend that all authorities designate such an officer, even if not required in legislation.
- Councils should build a central role for scrutiny in the post-pandemic policy development environment.
- Scrutiny councillors and the officers who support them should reflect critically on whether scrutiny focuses on the right things, at the right time, and in the right way.

Methodology

Survey respondents were asked to fill out the full survey if they were the most senior officer with day-to-day responsibility for scrutiny in their council. All other respondents, junior officers or councillors, were asked to complete the abridged version.

This year the closing date for survey responses was March 5th, 2021. As such, results and analysis reflect the political balance, control of authorities, and reflections on scrutiny up to that date.

Since the mid-2000s, CfGS has aimed to carry out a full annual survey every year, although more recently we have tended to carry out a short annual survey focused on practitioners' perceptions of the function. The last "full" survey – and hence the one to which we compare most figures in this report – was carried out in 2019. However, differing response rates in recent surveys do highlight the need for care in direct comparison. It is worth noting that 85 councils provided a full response in 2021 compared to 226 in 2019; the difference is accounted for by a shorter timescale for data collection and the fact that responses were being gathered at what was an extremely challenging time for the sector. 303 responses were received in total for both the full and abridged survey.

Of the 85 councils providing a full response:

- 94% were Leader-Cabinet councils.
- 4% were Mayoral councils.
- 2% were Committee system councils.

Of those 85 councils:

- 9% were County Councils.
- 36% were District/Borough Council in a two-tier area.
- 13% were London Boroughs.
- 8% were Metropolitan Boroughs.
- 21% were other unitary councils.
- 3% were other authorities (e.g. Combined Authorities).
- 10% were Welsh Councils.

Contestable councils

This year, we asked respondents whether their council was "contestable" and 24% answered yes. A contestable council is one which is subject to frequent changes of political control; this may also mean that such councils are frequently hung (under no overall control). We wanted to understand how political contestability affects the work and effectiveness of scrutiny, and whether the political dynamics around contestability have positive or negative impacts for scrutiny. Respondents that considered their council as contestable were 9% more likely to agree that councillor engagement with scrutiny is poor, and 11% more likely to agree that party politics has a negative impact on scrutiny. However, the perceived impact of scrutiny in contestable and non-contestable councils is broadly similar.

Contents

6 / The pandemic

- Key highlights
- Practical issues during the pandemic
- Recovery plans

11 / Finances, commercial activity and risk

- Key highlights
- Finances
- Other reported ways of doing budget scrutiny
- Commercial activity and procurement
- Risk

15 / Effectiveness generally

- Key highlights
- Structures
- Recommendations and impact
- 'Effectiveness measure'

22 / Councillors, representation and politics

- Key highlights

23 / Resourcing, and delivering change

- Key highlights
- Officer resourcing
- The impact of dedicated specialist support

The pandemic

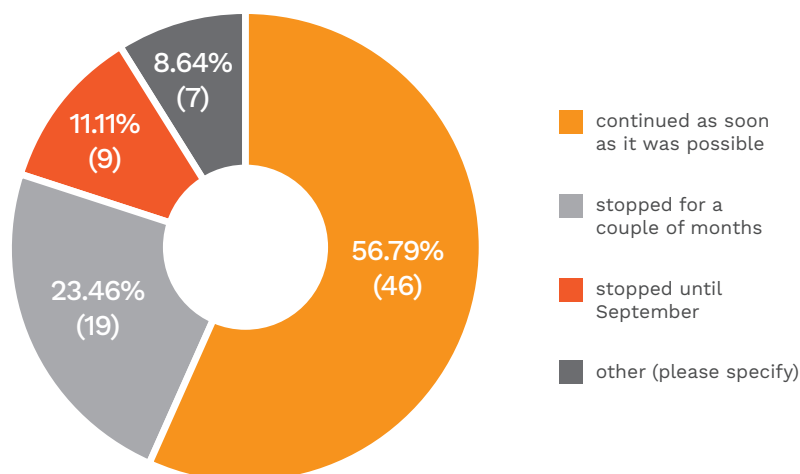
Key highlights:

- Most restarted scrutiny activity during spring 2020 but in some areas scrutiny activity was curtailed for much longer – in some cases, until September and beyond;
- Most restarted all committee activity – a minority restarted a single committee with a focus on pandemic response;
- Most changed their work programmes fairly substantially to account for the pandemic (with some completely rewriting their programmes) but some made no significant changes;
- In many places, a restart to scrutiny was later because councils opted to restart “business critical” member activity first;
- There was fairly substantial use by councils of emergency powers to make decisions throughout the pandemic, and many scrutineers are concerned that they lacked the ability to oversee these decisions;
- Plans for a proper debrief from the pandemic – and plans to involve scrutiny in this activity – are mixed, and uncertain.

The pandemic placed local governance, and scrutiny, under significant pressure. This was explored in “COVID-19: practitioner voices”, published by CfGS in summer 2020 – the annual survey updates that understanding.

For this annual survey, we asked how scrutiny activity changed during the pandemic.

Q19 Scrutiny activity...

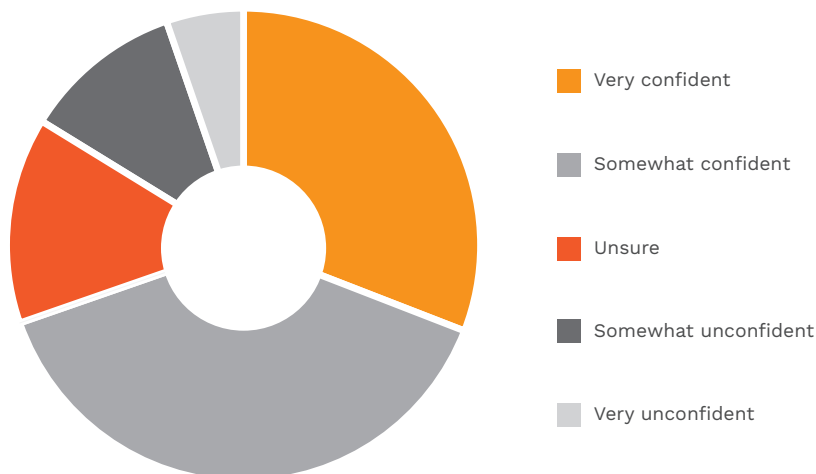


When we conducted a previous snap survey on this subject in May 2020:

- 29% (22 of 75) said that they were adopting a more streamlined approach to scrutiny;
- 8% (6 of 75) said that scrutiny was on indefinite hiatus – a further 18% (14 of 75) said that scrutiny was on hiatus but with plans to reconvene shortly;
- 42% (32 of 75) said that scrutiny was restarting, or continuing, with its full calendar of meetings.

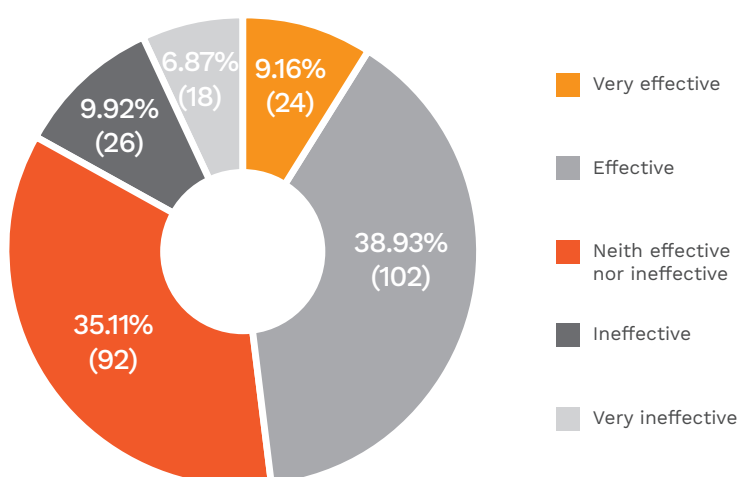
Practical issues during the pandemic

In May 2020 we asked practitioners about their confidence in scrutiny's ability to make an impact during the pandemic.



Looking back, we have now asked whether those expectations have been realised. Generally speaking, the experience has been rather more mixed than initial expectations – although it is worth noting that the councils responding to our May 2020 survey are not all the same as those responding to this survey.

Q47 What is your perception of scrutiny's effectiveness in overseeing or supporting the council, and local people, on matters relating to the pandemic?



Those who answered positively to the above question tended to be from councils:

Where opposition parties hold chairing positions;

Where an executive/scrutiny protocol is in place;

Where management information is shared

- With a dedicated scrutiny officer. The size of the officer team did not appear to make much difference. Anecdotally we speculate that this may be because the impact of number of staff was lessened by redeployment on emergency response;
- Where, in most cases, scrutiny activity had restarted relatively quickly and where either a standing COVID-19 panel had been established or a single committee had convened regularly to consider COVID-19 issues;
- Which completely rewrote their work programme in light of the pandemic (there is a strong correlation here);

- Where councillors were kept informed of emergency / urgency decisions made by the executive as soon as they happened;
- Where there are plans for scrutiny to play an active role in helping the councils to learn lessons once the pandemic ends.

In many of the councils where scrutiny was able to play a positive role during the pandemic - scrutiny work continued but committees were reduced throughout the initial lockdown. When the full suite of committees first resumed, the number of items considered at each meeting focused on urgent and business critical matters.

“Our work programmes became more focused on key priorities, with a subsequent return of some of the important but deferred business at the height of the pandemic. For example, we were beginning a review of car parking charging as the pandemic began, but this was deferred for a few months whilst we focused on scrutinising the safe reopening of town centres and ensuring safe access.”

“We worked extremely hard to ensure that the scrutiny relating to the pandemic made a difference. Over 70 hours of scrutiny was undertaken, including task groups, covering the response and recovery, subjects included care homes, economy, education, the response, healthcare and much more.” tiny work continued but committees were reduced throughout the initial lockdown. When the full suite of committees first resumed, the number of items considered at each meeting focused on urgent and business critical matters.

In the cases where scrutiny was sidelined, this manifested through:

- Scrutiny being on hiatus for an extended period following the shift to remote working;
- A failure to make meaningful changes to the work programme in light of the pandemic;
- A failure by the council to keep councillors involved and informed on decision-making – especially when emergency and urgency decision-making powers were used.

Ineffective scrutiny during the pandemic unsurprisingly correlates with ineffective scrutiny in other areas (particularly financial scrutiny, and a poor approach to making

recommendations), and with a poor level of organisational commitment to scrutiny in general. Councils with ineffective pandemic scrutiny also reported poor councillor engagement with scrutiny in a general, a poor relationship between scrutiny and the executive overall (with a negative impact from party politics, a lack of a parity of esteem between the functions, and unsupportive senior officers being strong factors). There was also an extremely strong correlation with councils where scrutiny was reported to be poor at engaging with the public in its work.

Authorities from the South West and East Midlands were disproportionately represented amongst these councils where scrutiny had

been less effective. Councils in the North West seemed to have had the best experiences. Unitary councils and county councils tended to have had more positive experiences overall – shire districts generally less so.

Scrutiny activity seemed to restart sooner in more contestable councils – in these councils, the restart was more likely to involve all scrutiny committees (87%) than was the case in non-contestable councils.

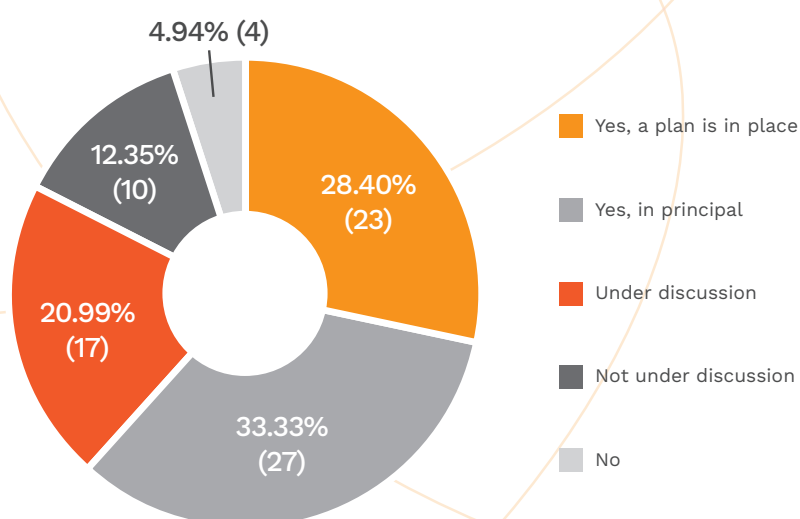
“The first few weeks of the Pandemic saw decision making mainly in the hands of the Executive officers, in consultation with the Leadership, as government guidance was changing almost daily. However once Cabinet was able to meet remotely from mid May, the OSCs soon followed. They were able to continue with their work programmes, adding pandemic related updates such as the distribution of grants, impact on the workforce and community support/engagement.”

The role of the Monitoring Officer

In councils where the Monitoring Officer is not a corporate director (ie, where they do not sit on the corporate management team or regularly attend CMT meetings) councillors were generally less informed on emergency and urgency decision-making. Such councils are also less likely to be ones where scrutiny is planning to take a role in the oversight of post-pandemic recovery.

Recovery plans

Q27 Is there a plan for scrutiny to take an active role in helping the council to learn lessons, and to debrief, once the pandemic ends?



Councils report a range of plans for scrutiny’s ongoing work around pandemic recovery. Generally these divide into three areas:

- A debrief-style exercise (essentially what we have described as a “step back” review) – looking at the emergency response and where lessons can be learned;
- Looking at the immediate and emerging community impacts of the pandemic;

- Horizon-scanning – reflecting on what the pandemic is likely to mean for long term plans.

In all respects, there is a strong tendency for councils to be planning cross-cutting work – most reported that recovery scrutiny was deliberately designed to draw together councillors from multiple committees and with multiple specialisms.

In some cases recovery scrutiny has already begun, and emerged from ongoing review of pandemic response in summer and autumn 2020. Only in London were more than 50% of authorities responding actively planning scrutiny work on pandemic recovery – in other places only around 25% of councils had such plans in place.

“If scrutiny does take a formal role in learning lessons from the crisis what, in your view, should this look like?”

- “Joint task groups to focus on specific areas, eg economic recovery”;
- “To support the strategic reset and recovery process, rather than focusing on single themed operational issues”;
- “Shaping the agenda, identifying priorities, reviewing the recovery plan”;
- “Structured task and finish groups looking at different elements of the response, breaking it up into meaningful chunks”.

Finances, commercial activity and risk

Key highlights:

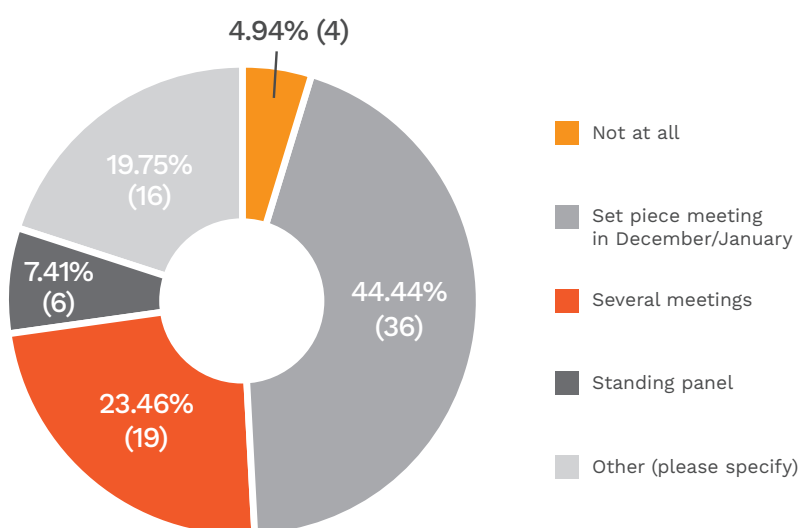
- 78% of respondents said that their council was under “significant financial pressure”;
- More councils are taking a year-round approach to financial and budget scrutiny;
- Only 65% of respondents had confidence that scrutiny is able to adequately oversee matters relating to council finances;
- Less than 50% of respondents had confidence that scrutiny is able to adequately oversee matters relating to their council’s commercial activities – 10% said that they were very confident that it can’t;
- A range of factors would seem to help to improve scrutiny of financial and commercial matters – principally better access to information and a clearer role for scrutiny;

- Scrutiny’s awareness of and understanding of risk is improving, but there are still gaps.

Finances

In March 2020, CfGS published a practice guide on financial scrutiny. This recommended a year-round approach to review of council finances and budget development. This sits in contrast to the traditional approach taken by many councils, which is to hold a set-piece event in December or January to consider the budget in total before it is submitted to Full Council. These set-piece events tend to be ineffective as they invite councillors to consider the budget line-by-line in a very limited timeframe, which can involve scattergun questioning and a focus on operational matters.

Q35 How does scrutiny review the budget?



This compares with 2019’s figures:

- 38% of respondents held a set piece meeting in December/January,
- 27% held several committee meetings over the course of the autumn and winter,
- 8% had a standing panel or sub-committee which sits throughout the year,
- 10% did not review the budget at all.

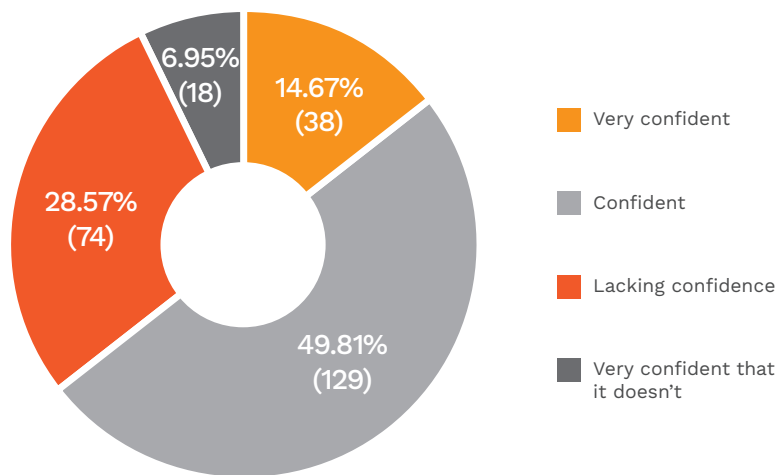
The figures are broadly similar (with any difference reflective of the fact that this year we have provided an “other” category).

Other reported ways of doing budget scrutiny

- Integrating it with quarterly monitoring of the in-year budget;
- Monitoring through the year by a public accounts select committee before consideration by other scrutiny committees individually;
- Consideration through informal working groups informing a set-piece event in the New Year;
- Through all-member workshops supported by the Director of Finance;
- Through a regularly-meeting Joint Budget Scrutiny Committee.

Confidence in councils' ability to oversee council finances generally is mixed.

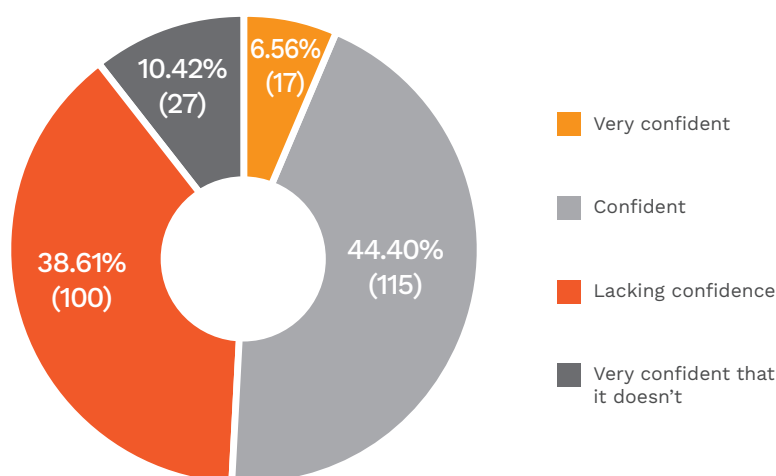
Q51 How confident are you that scrutiny is able to adequately oversee matters relating to council figures?



Commercial activity and procurement

In respect of commercial activity, procurement and outsourcing, scrutiny continues to struggle to find a productive role. There is less confidence in the ability of scrutiny to have an effect here.

Q52 How confident are you that scrutiny is able to adequately oversee matters relating to council's commercial activity?



Better access to information and a clearer role for scrutiny were cited as the primary things which might improve scrutiny of both financial and commercial matters. Scrutiny tends to find itself duplicating the work of others on commercial activity; requests for information are often met with refusal on the grounds of commercial confidentiality. Where scrutiny is less aware of the exposure of the council to risk and pressure on commercial activity it can increase the pressure to access information

– this can lead to vicious cycle of request and refusal which can disengage councillors, and which presents risk to governance. CfGS is planning work later in 2021 on the access by councillors of commercially confidential information.

Challenges around councillor access to information on commercial and finance issues were highlighted in the Grant Thornton RIPI relating to Croydon Council.

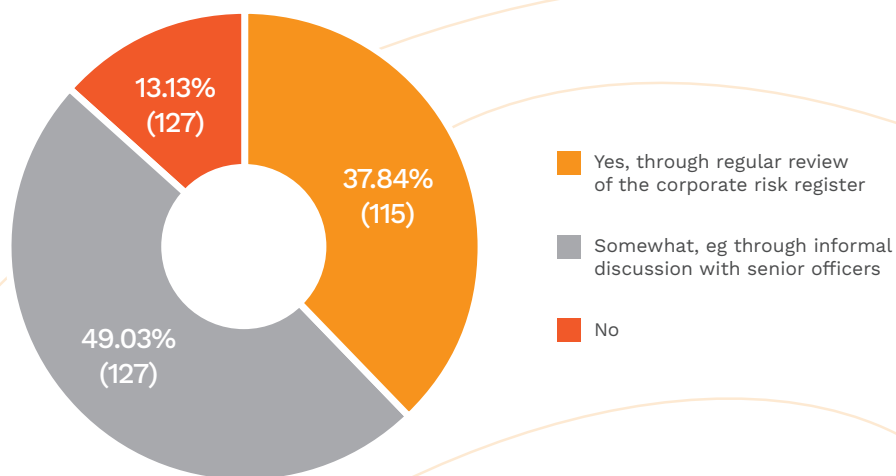
“I am [a portfolio holder]. The opposition did not like the new waste contract. They have used the Scrutiny Committee to call for reports on all aspects of the service, for absolutely no reason other than to try to find fault - which they have been unable to do. Much time and effort has been spent preparing reports for Scrutiny, which in practice are a waste of officers time.”

“We've worked to strengthen [the way that councillors scrutinise finance and performance], engage with members, provide training - do everything you should but the members just don't come to the table in the right ways; it's quite depressing to report the Council's financial position and not have a single question or issue raised about it.”

Risk

CfGS increasingly recommends that scrutiny functions develop an awareness of risk to inform their work. Oversight of the risk management framework generally sits with audit, but the greater councillors' awareness of risk the easier it will be for them to use this information to craft a work programme which engages with the issues where the council is experiencing most pressure.

Q54 Does scrutiny have an understanding about the council's overall exposure to risk - for example, on finances, on commercial activity, on demographic pressures etc?



Effectiveness generally

Key highlights:

- Recommendation quality overall is still a cause for concern, although things have improved since 2019;
- The presence of dedicated scrutiny officers tends to make scrutiny more effective although – as previously stated – while a correlation is present we cannot demonstrate causation. Perceptions of effectiveness of the scrutiny function are higher where a council's Monitoring Officer sits on CMT, but the same caveat applies;
- Councils are becoming better at monitoring recommendations (although the pandemic has impacted on councils' ability to carry out regular monitoring);
- Councils point to an average of 50 recommendations having been made in 2019/20 of which 40 were accepted and 31 implemented; an average success rate of 62%. This figure is down on previous years;
- Committee structure, and the number of committees, seems to have no appreciable impact on scrutiny's effectiveness.

Structures

As in previous years, structures have a negligible impact on scrutiny's effectiveness. A multi-committee setup for scrutiny is becoming more common – it is now the dominant committee structure in all types of council other than shire districts, where a single committee model is still most common.

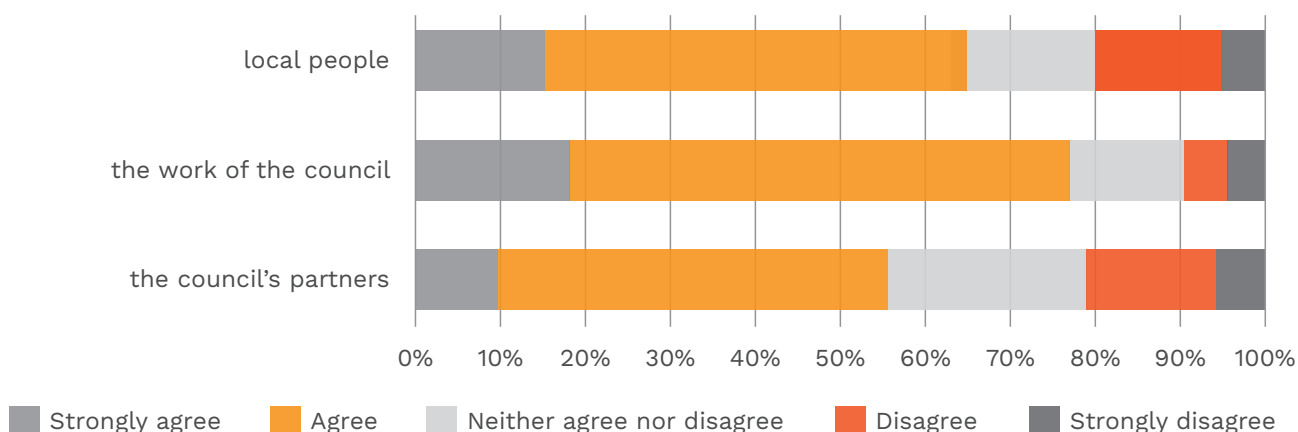
Recommendations and impact

Making high-quality recommendations and understanding how output makes a difference to local people's lives is a vital part of effective scrutiny.

Of all councils responding:

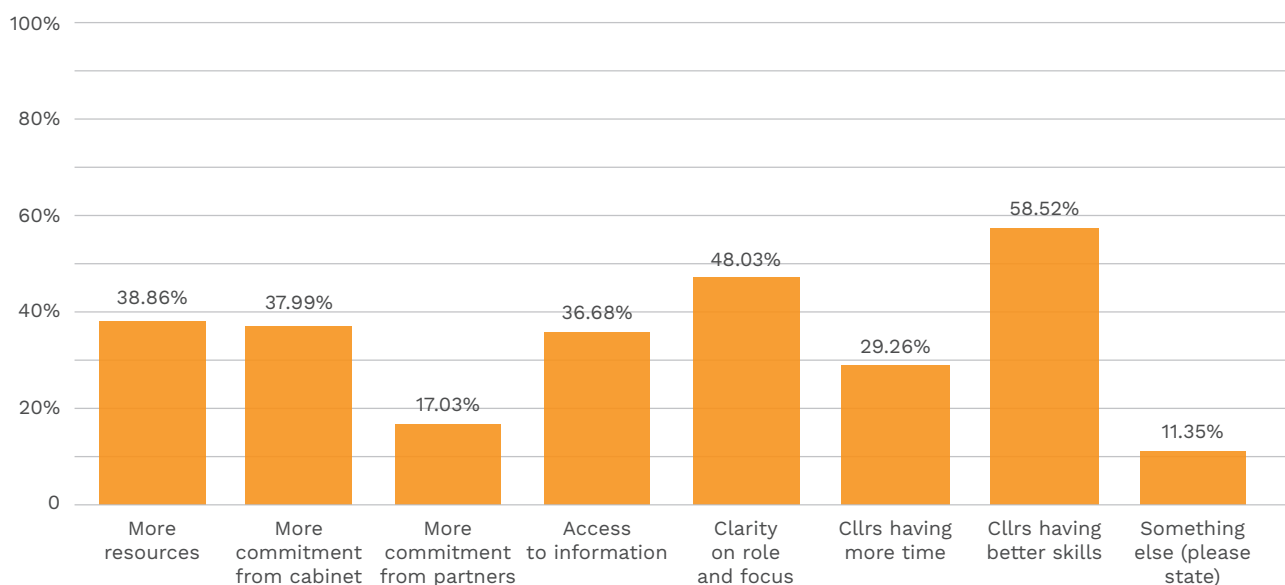
- In 2020/21, an average of 80% of recommendations were accepted and 62% implemented, compared with 82% and 65% respectively in 2019/20;
- These figures have been fairly static for several years, although this hides some rises and falls in certain authorities;
- On average, 54% of councils' recommendations asked the council or its partners to actually do something, an increase from 2019;
- 68% of councils reported that they actively monitored recommendations – a big increase on 2019's figure of 42%. Again this may be down to selection bias and sample size. However the survey also asks for specific figures on recommendations made and implemented in previous years, and in answering this only around 40% of councils responding were able to express confidence in the figure they were providing, which suggests that this is a real shift rather than a feature of who has responded;
- Overall, 77% of respondents agreed scrutiny has an impact on the work of the council, 65% agreed scrutiny has an impact on the lives of local people and 56% agreed it has an impact on the work of council partners.

Q46 Scrutiny has an impact on...



We asked people what they thought would make scrutiny more effective.

Q57 What local activity would improve scrutiny's impact and effectiveness?



While more resources and executive commitment were important factors as might be expected, there is also an awareness that clarity on role is important – and the most popular answer was the need for councillors to have better skills (we should note that, in an example of inadvertent bias by the designer of the survey, this question did not provide an option for those who felt that officers might need better skills).

In 2019 our scrutiny committee received high praise from the Local Government Association's Peer Challenge Review team. The way in which the Committee collectively plan and prioritises its work programme through its away day, had particularly impressed the team. They were also very complimentary about the focus that gives to our work and resultant impact that Overview & Scrutiny Committee has had on the way the Council operates.

In order to come to a view on effectiveness generally, CfGS looks at respondents' answers to several questions together, and seeks to understand where correlation lies – essentially whether there are any particular practices that appear to be associated with more effective scrutiny.

'Effectiveness measure'

We have for some years used a basket of several measures to evaluate scrutiny's effectiveness. Recently, we have drawn together a number of these characteristics to form an overall 'effectiveness measure', which we first used in our 2019 survey and which we are using this year unchanged.

The characteristics in the 'effectiveness measure' are:

1. The presence of at least 70% of scrutiny recommendations accepted and implemented within the last three years (noting that the national average is 62%);
2. Whether respondents recognise a constructive relationship between the executive and scrutiny;
3. Whether respondents consider that scrutiny has a positive impact.

Councils demonstrating any one of these single characteristics is a sign of scrutiny's effectiveness, but these characteristics in combination form our 'effectiveness measure' and make a very convincing case for scrutiny working successfully within a council.

It is difficult to establish conclusively that scrutiny in such councils is always more effective, but we continue to explore effectiveness as we work to better understand political culture and the practical impact of scrutiny work.

In councils that demonstrated our 'effectiveness measure':

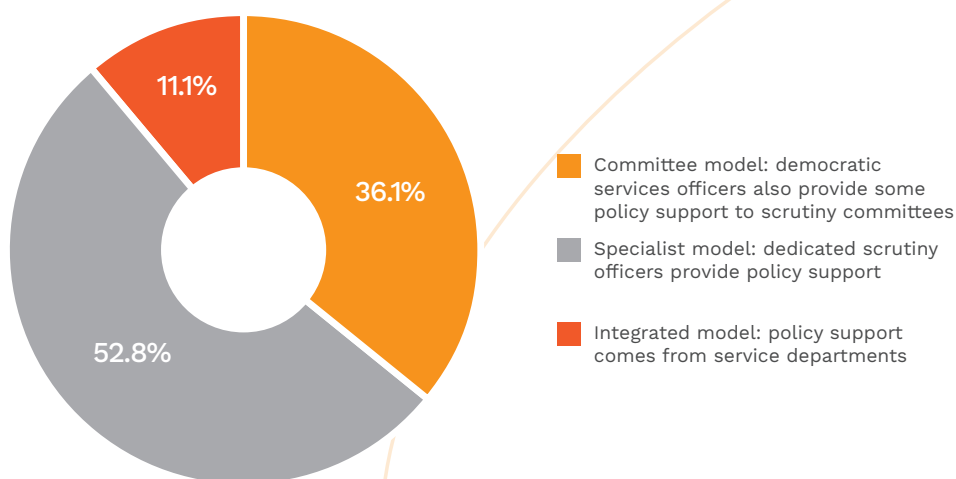
- When asked about scrutiny overseeing or supporting the council, and local people, on matters relating to the pandemic 84% agreed it had been effective
- 69% either have an executive-scrutiny protocol in place or are planning one
- The Monitoring Officer is more likely to be part of the Corporate Management Team
- 96% are confident that scrutiny is able to adequately oversee matters relating to council finances, and 85% are confident that scrutiny is able to adequately oversee matters relating to the council's commercial activity.

The following graphs highlight the most statistically significant differences between councils that demonstrated our 'effectiveness measure' against those that did not – the form of scrutiny support, chairing arrangements, information sharing and opinions on scrutiny's culture and role.

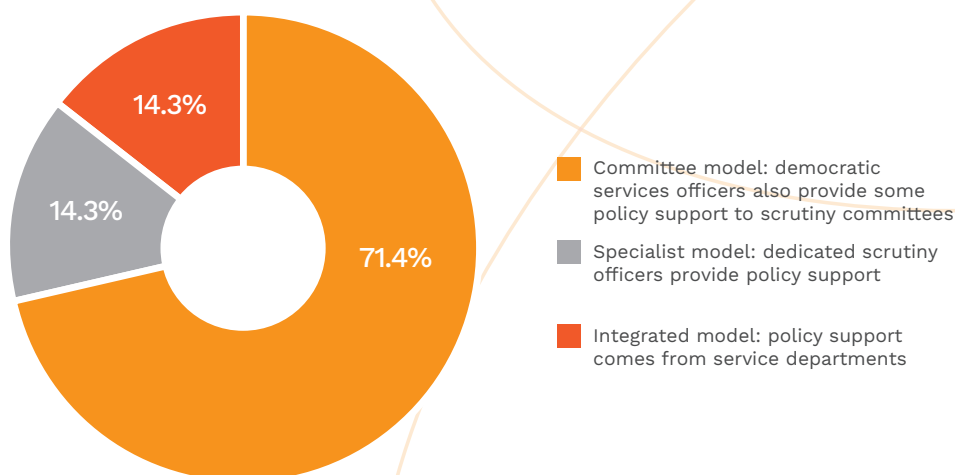
We have done this for comparative purposes – attempting to evaluate whether there are commonalities in the councils expressing these characteristics. It is interesting to note the ways of working and perceptions of culture that tend to be expressed more by these councils, but it does not necessarily mean there is one way to do effective scrutiny. The councils that did not demonstrate our 'effectiveness measure' simply did not satisfy the criteria we set out – it is not a judgement about whether their scrutiny function is able to perform effectively.

The questions of causation are much more difficult to answer, and as evidenced by the graphs below there is almost as much variation in how scrutiny operates between councils that demonstrate our 'effectiveness measure' as there is with those that do not.

Councils demonstrating our 'effectiveness measure': What form of scrutiny support does your authority operate?

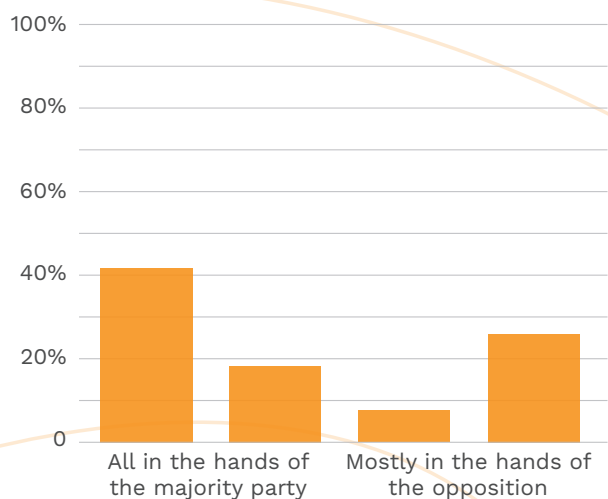


Councils not demonstrating our 'effectiveness measure': What form of scrutiny support does your authority operate?

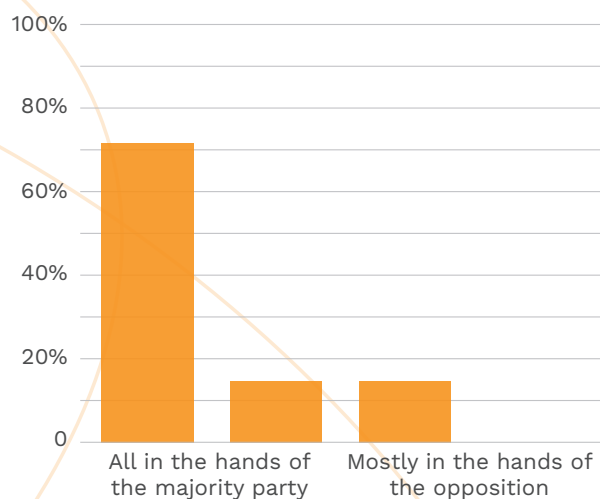


The specialist model of support is significantly more likely to be operating in councils demonstrating our 'effectiveness measure'. Although effective scrutiny is possible under a range of models, and there has been a drop in the number of dedicated scrutiny officers in recent times, CfGS considers that the specialist model provides the best opportunity for robust, high quality support to councillors.

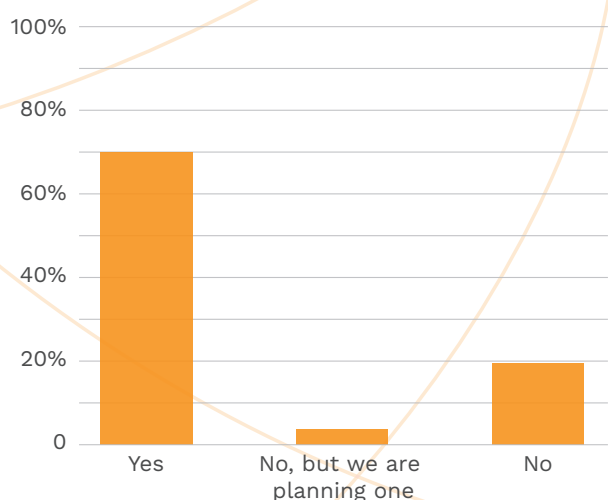
Councils demonstrating our 'effectiveness measure': Are chairing positions in your authority...



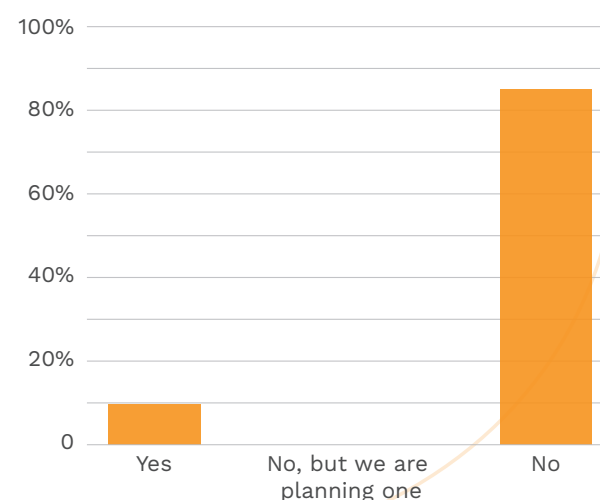
Councils not demonstrating our 'effectiveness measure': Are chairing positions in your authority...



Councils demonstrating our 'effectiveness measure': Does your council have arrangements in place for sharing key sources of information about performance etc with councillors "outside" committee (e.g. by way of an information digest)?

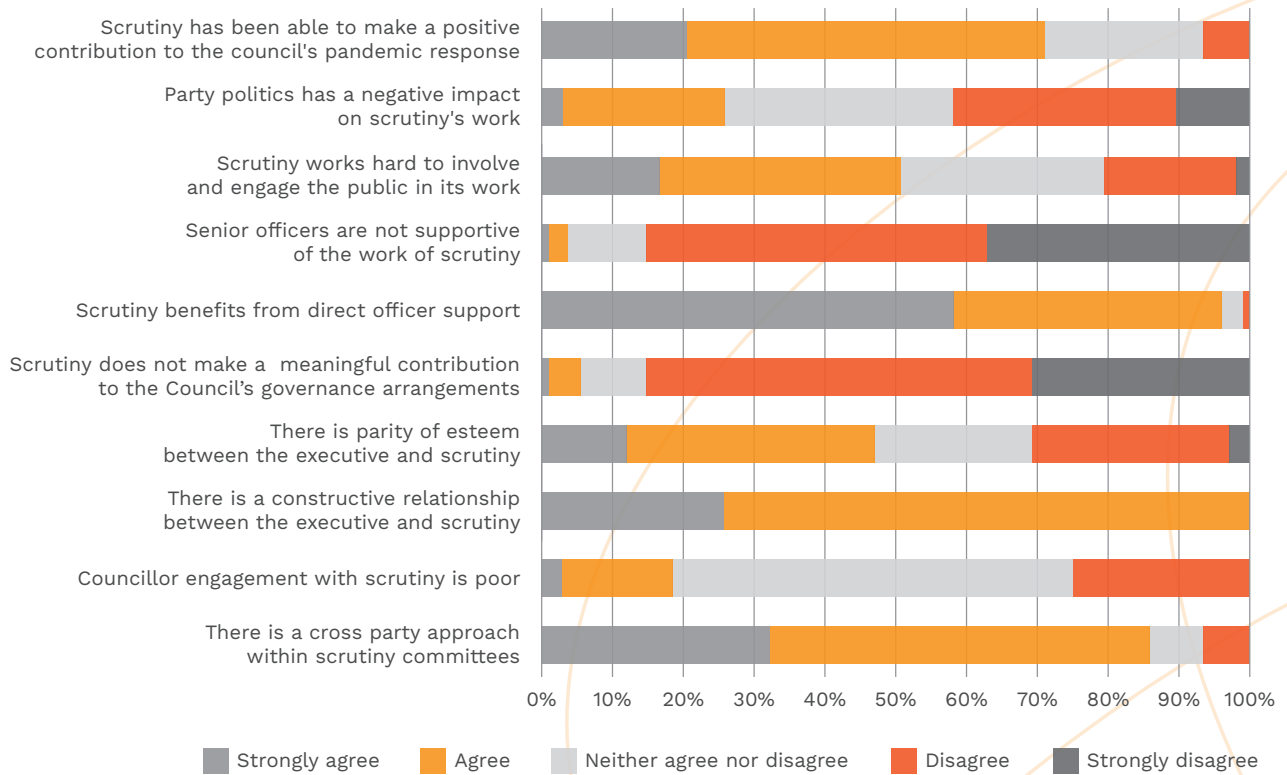


Councils not demonstrating our 'effectiveness measure': Does your council have arrangements in place for sharing key sources of information about performance etc with councillors "outside" committee (e.g. by way of an information digest)?

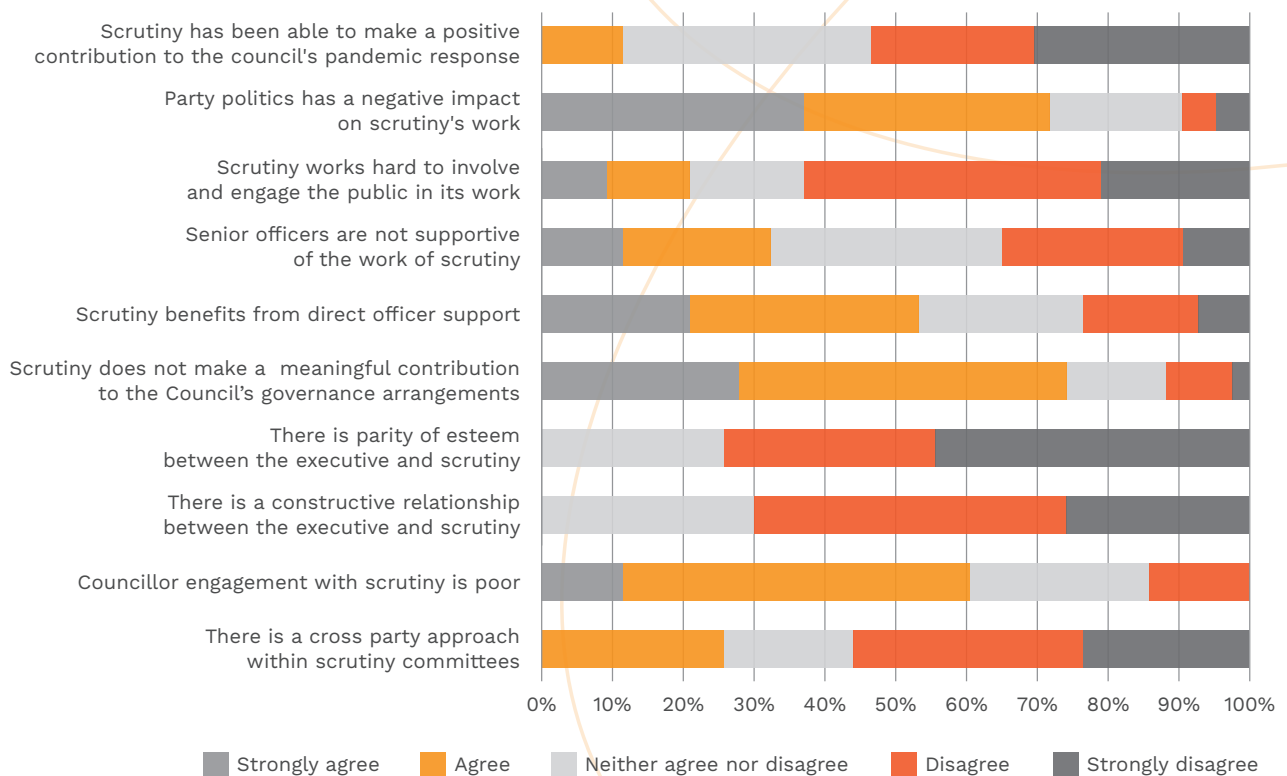


The way that councils share information with members, and the way in which members use that information, is critical for timely and relevant evidence-based scrutiny. In councils demonstrating our 'effectiveness measure' sharing key sources of information outside committee is a common way of working. This has the advantage of avoiding committee time being overburdened with information that could be shared more regularly and informally with members, so that issues can be identified for further in-depth investigation.

Councils demonstrating our 'effectiveness measure': To what extent do you agree or disagree with the following statements about culture and role?



Councils not demonstrating our 'effectiveness measure': To what extent do you agree or disagree with the following statements about culture and role?



The way in which culture is perceived in councils is perhaps the strongest signifier of effective scrutiny. The above opinions reveal that in councils demonstrating our 'effectiveness measure' the role of scrutiny is far better understood and valued, and there is much more likely to be a strong and supportive culture around scrutiny.

In councils demonstrating our 'effectiveness measure', 40% more respondents agreed that there is a cross-party approach to scrutiny, and 47% more agreed that there is a parity of esteem between scrutiny and the executive.

Councillors, representation and politics

Key highlights:

- An average of two thirds of chair and vice-chair positions are held by men;
- In 49% of councils, all chairing positions are in the hands of the majority party, and in 17% most chairing positions are in the hands of the majority; in only 20% are chairing positions occupied in a politically balanced way, and in just 14% are chairing positions mostly in the hands of the opposition. Scrutiny in councils where opposition councillors hold some chairing positions tends overall to be more effective;
- Only 53% of informal task and finish groups are composed in a way that is politically proportionate;
- 68% of councils either have an executive-scrutiny protocol in place or are actively planning one;
- 58% of respondents felt that councillors having better skills would improve scrutiny's effectiveness; training and development opportunities for councillors have been limited during the pandemic but in recent years member development has suffered from sustained cuts as well.

This year we wanted to look in more depth at the impact that positive working relationships between scrutiny and the executive have on effectiveness, and perceptions of effectiveness. Councils with an executive-scrutiny protocol are:

- Significantly more likely to have a plan in place for active involvement by scrutiny in post-pandemic recovery activity (50% of such authorities having active plans in place as opposed to 16% for other authorities);
- Marginally less likely to conduct no scrutiny of the budget;
- Significantly more likely to have a system in place to monitor scrutiny recommendations (80% as opposed to 52% of those councils with no protocol and no plans to introduce one);
 - Likely to have slightly more dedicated officer support from other councils (1.62 full time equivalent officers as opposed to the 1.13 average).

Resourcing, and delivering change

Key highlights:

- Average number of full time equivalent (FTE) officers appears to be stable, given the change in response rate (and increasing in some areas). We are cautious about drawing too many conclusions from this as we suspect that selection bias and the smaller sample size for this year's survey has had an effect;
- There seems to have been a shift in the support model for scrutiny functions, with more councils benefiting from dedicated scrutiny officers;
- It has difficult to discern whether these increases have had a clear impact on effectiveness – we explore this in more detail later.

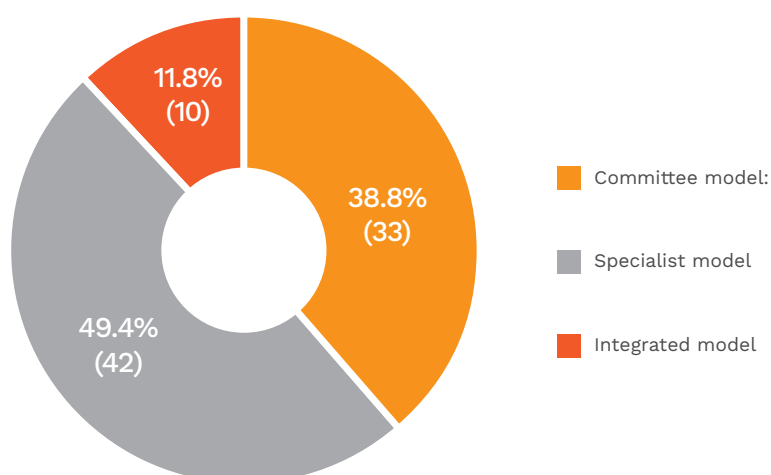
Officer resourcing

- The average FTE officer resource available for scrutiny in 2020/21 was 1.13.
- The average FTE officer resource available for scrutiny in 2019/20 was 1.29.
- The average FTE officer resource available for scrutiny for 2018/19 was 1.27.

We have for many years identified three model types for scrutiny support in councils – specialist, committee and integrated.

- Specialist model: councils have a dedicated scrutiny support team or officer(s);
- Committee model: scrutiny support is principally provided by democratic services officers;
- Integrated model: scrutiny support comes mainly from policy officers in service departments.

Q16 What form of scrutiny support does your authority operate?



Councils with specialist scrutiny support were slightly more likely to have wholly rewritten their work programmes as a result of the pandemic (20% vs 9%); they are also marginally more likely to have an executive-scrutiny protocol in place. Scrutiny with specialist support is also more likely to take a robust approach to budget scrutiny (47% carrying out little to no budget scrutiny as opposed to 59% of those with no dedicated policy support).

The impact of specialist support

As in previous years the specialist model is dominant in urban areas (with 80% of London boroughs following this model and 71% of other metropolitan unitaries), with two-tier areas (both county and district authorities) most likely to use the committee support model (50% and 23% respectively).

The impact of dedicated specialist support

Where dedicated specialist support is available it makes a positive difference to perceptions that:

- “Councillor engagement with scrutiny is poor” (specialist 6% agree, non-specialist 33%)
- “There is a constructive relationship between the executive and scrutiny” (specialist 68% agree, non-specialist 55%);
- “Scrutiny does not make a meaningful contribution to the council’s governance arrangements” (specialist 14% agree, non-specialist 29% agree);

- “Senior officers are not supportive of the work of scrutiny” (specialist 0% agree, non-specialist 26% agree);
- “Scrutiny has an impact on the work of the council” (specialist 92% agree, non-specialist 73% agree – a similar split asks when asked if scrutiny has an impact on the public and on the work of partners).

Conversely in one area councils with non-specialist support “performed” better – 29% of respondents in councils with non-specialist support reported that there was parity of esteem between the executive and scrutiny as opposed to 17% in councils with specialist support.

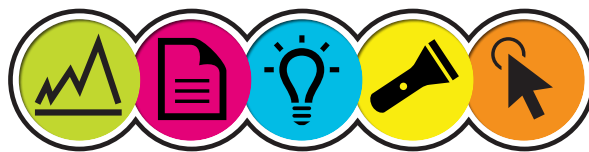
The questions remains as to whether this perception translates into reality.



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A councillor's workbook on scrutiny



Contents

Foreword	3	Working with others	21
Scrutiny in local government	4	The council executive and officers	21
Introduction	4	Statutory officers	22
Powers of scrutiny	4	The scrutiny officer	22
Effective scrutiny	5	The monitoring officer	23
Adding value	5	Scrutiny and partner organisations	23
Being cost-effective	8	Other scrutineers	24
Public scrutiny	8	Useful skills	25
Work programming	10	Questioning techniques	25
How scrutiny works	11	Listening skills	27
The overview and scrutiny committee	11	Chairing scrutiny	27
Scrutiny meetings	12	Final summary	28
Task and finish groups	14	Appendix	
Co-optees	14	Sources of further information and support	29
Combined authorities	14		
Joint committees	15		
The scrutiny review process	15		
Pre-decision scrutiny	16		
Post-decision scrutiny and call-in	18		
Gathering evidence	19		
Sources of information	19		
Using evidence effectively	20		
Making a recommendation	21		
Monitoring recommendations	21		

This councillor workbook includes references to materials published by the Local Government Association (LGA) and the Centre for Public Scrutiny (CfPS). Further information can be found at www.lga.gov.uk and www.cfps.org.uk.

All documents published by the CfPS and referenced in this workbook can be found in full on the CfPS website www.cfps.org.uk.

Foreword

This workbook has been designed as a learning aid for elected councillors. It makes no judgement about whether you have been a councillor for some time, or whether you have been elected more recently. If you fall into the former category the workbook should serve as a useful reminder of some of the key skills, approaches and tactics that make for an effective ward councillor – it may even challenge you to reconsider how you have approached aspects of the role to date.

Those councillors who are new to local government will recognise that they have much to learn. The workbook will help you to get up to speed with key aspects of the ward councillor role that require focus and attention. In effect, it should provide you with some pointers on how to develop a style and approach that you are comfortable with, and that enables you to be most effective in your day to day duties.

The workbook can be used as a standalone learning aid or as an adjunct to other material you may cover. It offers few firm rules for councillors as it is recognised that each individual must decide how best to use and develop their influencing skills, based on individual preference and confidence. As such, the workbook should serve more as a direction marker rather than a road map.

In practical terms, the document will take between two to three hours to work through. You do not need to complete it all in one session and may prefer to work through the material at your own pace. The key requirement is to think about your own approach in influencing other people – how the material relates to your local situation, the people you serve and the council you represent.

In working through the material contained in this workbook you will encounter a number of features designed to help you think about the ward councillor role. These features are represented by the symbols shown below:



Guidance – this is used to indicate research, quotations, explanations and definitions that you may find helpful.



Challenges – these are questions or queries raised in the text which ask you to reflect on your role or approach – in essence, they are designed to be thought-provokers.



Case studies – these are ‘pen pictures’ of approaches used by other people or organisations.



Hints and tips – these represent a selection of good practices which you may find useful.



Useful links – these are signposts to sources of further information and support, outside the workbook, which may help with principles, processes, methods and approaches

Scrutiny in local government

Introduction

The Local Government Act 2000 introduced a new political management system for local councils in England and Wales, requiring them to have a separate 'executive' in the form of a leader, or elected mayor, and cabinet.

To provide a counterweight for this, the Act also introduced the concept of 'overview and scrutiny', whereby every council with an executive management structure is required to have an overview and scrutiny committee. This enables the rest of the council to scrutinise the executive by investigating their decisions and policies, and issuing reports and recommendations where any shortcomings are identified.

The Localism Act 2011 gave councils the option of converting to a committee system form of governance. Councils that have chosen this option are not required to have a separate overview and scrutiny committee, although they may choose to do so. It is still expected that scrutiny will take place within committees to identify where improvements need to be made.

Whichever governance system a council operates, scrutiny is an essential part of ensuring that local government remains transparent, accountable and open, resulting in improved public policies and services.

As a councillor, you have been elected by your local community because they believe you will represent them in ensuring the council provides the services they need, to the standard they expect. By understanding their needs you can bring a different perspective to the decision-making process to that provided by the council executive or officers, which helps decisions to be more robust.

Whether or not you are directly involved in the scrutiny function, it is important that you understand how scrutiny works and the benefits that it can bring. This workbook will:

- explain what scrutiny is and how it works in practice
- describe the scrutiny review process
- look at who is involved in scrutiny
- give an overview of useful skills for carrying out scrutiny.

Powers of scrutiny

The principal power of a scrutiny committee is to influence the policies and decisions made by the council and other organisations involved in delivering public services. The scrutiny committee gathers evidence on issues affecting local people and makes recommendations based on its findings.

Scrutiny can investigate any issue which affects the local area or the area's inhabitants. However, effective scrutiny work relies on scrutiny's 'soft' influencing power, as it has no formal power to compel anyone to make changes. For this reason, before undertaking any scrutiny work it is important to think about not only scrutiny's legal powers but also about how to build a positive working relationship with those who are the subject of scrutiny's recommendations. This ensures a much higher chance of scrutiny's recommendations being implemented.

Generally, a scrutiny committee has the legal power to:

- require that the council makes information available to it, both in the form of written reports and by officer and cabinet member attendance at committee meetings
- require that the cabinet responds to its recommendations within a set time frame.

Scrutiny also has powers relating to certain external partners. More information can be found on the CfPS website (www.cfps.org.uk/practice-guides).

Effective scrutiny

For scrutiny to be effective it needs to be seen as a ‘critical friend’ and it is important to identify where decisions could be improved and how to prevent mistakes being made or repeated. However, the focus should be on forward thinking and making positive changes, rather than apportioning blame and focusing on the negatives. This will help to foster positive and constructive relationships between scrutiny, councillors and officers.

Successful scrutiny relies on the following conditions:

Effective work programming

Work programming is the planning stage of scrutiny, where subjects for further investigation are identified. It is most effective when there are clear criteria for the selection of subjects and agenda items. This is covered in more detail later in the workbook.

Positive attitude of the council executive and council officers

Scrutiny works well when the council’s executive views it in a positive light and as an opportunity to improve council performance. Scrutiny’s effectiveness will be reduced if the executive sees it as aggressively critical, which will lead to defensive behaviour and make it difficult for scrutiny to influence change.

Similarly, scrutiny will be more effective if council officers are willing to provide information and assistance when required. Ideally, officers should see scrutiny as an essential partner in improving services, where non-executive councillors can help them to better understand local people and make robust judgements about priorities.

Positive attitude of scrutiny councillors

Scrutiny councillors need to be committed to making the function work and to developing the conditions necessary for working effectively with the council’s executive and officers, and any other relevant partner organisations.

It is also important that scrutiny is seen as impartial and stays separate from party politics. However, scrutiny work includes looking at issues that are locally politically contentious and high profile, and as such an element of political disagreement is inevitable. The challenge for you, as a scrutiny councillor is to use your political skills and understanding of the needs of local people to shape the discussions, whilst not acting in a party political manner or using the discussions to further party political objectives

More information can be found in ‘Overview and scrutiny in local government: a handbook for elected members’ (CfPS, 2013), accessible from: www.cfps.org.uk



Guidance **What is good scrutiny?**

Fundamentally, all scrutiny work must add value: it must make a positive contribution to the lives of local people and scrutiny committee members must be very clear about how their work will do this. When scrutiny is carried out properly it is constructive and focuses on the priorities of local people, which feeds into the priorities of the council and its partners. Good scrutiny:

- tackles issues of direct relevance to local people
- tackles issues where, through the unique perspective of elected councillors, it can add the most value
- is about talking to a wide range of people, drawing them together and building consensus
- is about challenging the accepted ways of doing things and acting as a champion for developing a culture of improvement in the local area.

Adding value

The purpose of scrutiny is ultimately to improve the lives of local people through improved public services. To justify the resources allocated to scrutiny it is important to be able to demonstrate that scrutiny work adds value and makes a difference to local people.

A scrutiny review is successful if it fulfils one or more of the following conditions:

- it meets the objectives set out by the scrutiny committee
- feedback from the public shows that they think there has been the service improvement they desired
- the work has helped to achieve corporate or partnership priorities
- there is a return on investment, demonstrating scrutiny's impact and outcomes in financial terms.

The impact scrutiny has can be measured in two ways:

Outputs – quantitative expressions of the activities being reviewed, for example 'waste bin collections have increased to 10,000 every week'. These can be expressed in financial terms to show return on investment.

Outcomes – what stakeholders experience as a result of the review, for example if the local community recognises an improvement. The council and its partners could also be stakeholders, for example where scrutiny recommendations relate to internal processes.

The CfPS publication 'Tipping the Scales' details a model for measuring return on investment for overview and scrutiny.



Case study

Adur, Arun and Worthing – measuring the return on investment

A scrutiny review was undertaken to consider the ROI of improving the health and wellbeing of homeless people, after evidence showed that Arun District has the fourth highest number of people in the UK who sleep rough on its streets.

Return on investment

The review explored whether the demand on A&E and hospital admissions for homeless people was linked to whether or not they were registered with a GP. The following conclusions were reached:

- on average, homeless people who were not registered with a GP were eight times more likely to visit A&E
- this meant the burden on A&E services could be reduced if homeless people were registered with a GP
- it cost less when a homeless person registered and visited a GP than when they attended A&E.

Further work then identified the cost of undertaking the review, which made it possible to calculate how many homeless people needed to be registered with a GP for there to be an overall net saving.

Return on investment calculation

Review costs: 334 review hours x average wage £11.60/hr = £3874

Estimated cost per visit to A&E = £131

Cost of registration and visit to GP = £79

Potential saving if registered with GP = £52 (£131-£79)

Return on Investment = £52 x 8 visits = £416

Number of homeless people needed to register to balance review = 10 (£416 x 10 = £4160)

You can find more Scrutiny Return on Investment (SROI) examples in the CfPS publication 'Tipping the Scales', which is available at: www.cfps.org.uk

Being cost-effective

Scrutiny committees need to work effectively with limited resources. They can do this by:

Carrying out work more efficiently – for example, holding single-topic committee meetings, so a group of councillors can speak to a large number of witnesses in a round-table format.

Targeted work programming – having processes in place to decide what will and what will not be reviewed and investigated.

Providing officer support more efficiently – for example, by thinking more carefully about what support scrutiny committee members want and need from officers and what skill set officers have and require.

Resource availability – work programming should be influenced by what resources are available.

Circulating information – providing or making information available to councillors prior to meetings on a more regular and informal basis, so they spend less time in meetings reading reports. Councillors and officers can work together to limit the volume of material councillors are sent to material that is relevant and useful to them.

Public scrutiny

The involvement of the public provides a unique perspective on how well public services are being delivered and how they could be improved, from the point of view of those receiving and using the services.

Members of the public can attend scrutiny meetings and can make their views known to their local councillors and members of the scrutiny committee. There are also opportunities for the public to get involved in a more meaningful way in task and finish reviews, which are covered in more detail later in the workbook.



Case study Successful scrutiny – Lincoln Against Poverty

Every year, the Centre for Public Scrutiny presents the Good Scrutiny Awards, which recognise councils who have undertaken successful scrutiny work. The 2015 top winner was the City of Lincoln Council for their Lincoln Against Poverty scrutiny work. Here is a summary of the project.

Objective

To build an effective plan to tackle poverty that includes and is supported by over 120 partners from a wide range of organisations.

Scope

The review covered a wide range of topics including benefits and low income, accessing work, child poverty and education, health and housing. In Lincoln, one in four children lives in poverty, a significant number of residents are in fuel poverty, and the city is recognised as having one of the highest rates of acute deprivation in England.

Approach

In 2014, the Lincoln Against Poverty Conference was a key forum for delivering workshop sessions that focused on areas that had been reviewed, and enabled partners to explore and discuss the different facets of poverty and the support required to move beyond it in the coming year. The council used a wide range of data including statistical data, academic and organisational journals and reports, and case studies on those in the city experiencing poverty first hand.

Recommendations

From this extensive review project, and input from partners, 100 suggestions were put forward and used to develop the Lincoln Anti-Poverty Action Plan 2014/15. The impressive number of suggested actions implemented demonstrated not only the council's dedication to tackling this issue but the positive and effective outcomes that can be achieved by engaging relevant partners and the community.

Outcomes

Some of the key actions that were recommended or directly influenced by the Community Leadership Scrutiny Committee include:

- Relocating the Lincolnshire Credit Union from the outskirts of the city into Lincoln City Hall in the city centre. As a result, there were 78 new customers, 78 small loans were issued – key in challenging doorstep loans and resulting in an estimated £121,000 savings to customers by not using a doorstep lender.
- In partnership with City of Lincoln Council, Lincoln Christ's Hospital School, Lincolnshire Credit Union, and Barclay's Bank, Year 7 students undertook money awareness and the benefits of savings courses. Students were provided with the opportunity to open savings accounts and were encouraged to start the savings programme through an incentive scheme set up by the City of Lincoln Council.
- A loan shark awareness programme was undertaken involving the extensive use of multiple media platforms to deliver the message. As a result, 48 per cent of clients surveyed at the JobCentre were aware of the campaign, the Lincoln Citizens Advice Bureau saw a 12.4 per cent increase in people seeking advice compared to the year before, and the Lincoln Christians Against Poverty saw a five-fold increase in waiting times for debt advice.
- Finally, the re-distribution and recycling of large household items was improved, as well as a better alignment of food bank and welfare services to address changing situations of those in need.

You will find more examples in Successful Scrutiny Good Scrutiny Awards, which is published on the CfPS website: www.cfps.org.uk

Work programming

The role of scrutiny is to achieve positive outcomes for local people by undertaking a thorough, targeted examination of the council's service provision and procedures. However, it is not possible to examine every service in detail, so it is important for the scrutiny committee to prioritise and plan its workload. Some councils do this at the beginning of each year and some do it on an ongoing basis.

Planned scrutiny

Work programming is the process for determining which topics scrutiny will look at over the coming year, either at committee meetings or

in task and finish groups. This involves evaluating a number of factors to decide which topics are to be investigated and when. The process will typically involve long-listing and then short-listing topics before making a final decision.

Responsive scrutiny

Whether planned scrutiny takes place at the beginning of the year or on an ongoing basis, the priorities for scrutiny need to be monitored and evaluated on an ongoing basis. This makes sure scrutiny can be flexible and responsive to high-priority issues or policy changes that occur throughout the year.



Hints and tips

The scrutiny topic selection process

Each council has its own method for selecting topics for scrutiny; in some councils there may be a very structured selection process, whilst in others it may be more informal. Whatever level of detail is involved, the general process should include the following activities.

1. Identify issues

You can identify potential issues by:

- consulting with all members of scrutiny committees, senior officers, cabinet members and council officers
- looking at corporate priorities, business plans and the Forward Plan of the council (and the council's neighbours)
- considering events and decisions in the council's calendar that could require an input from scrutiny, such as setting budgets
- evaluating previous council performance and identifying any follow-up work required to previous scrutiny work
- carrying out work to engage with local people, for example through surgeries, local media, opinion surveys and online forums.

2. Prioritise topics

Identify and prioritise potential scrutiny topics, considering the resources they would require and the level of impact they could achieve.

3. Plan scrutiny work

Decide which scrutiny topics to review and include them in the work programme.

4. Review and evaluate

Review progress and evaluate outcomes to demonstrate the value added by scrutiny.



Guidance

Criteria for selecting scrutiny topics

The following criteria provide a useful guide for prioritising and selecting which topics are suitable for scrutiny to review.

Topics **are** suitable for scrutiny when:

- scrutiny could have an impact and add value
- the topic is of high local importance and reflects the concerns of local people
- the resources are available that would be required to conduct the review, in terms of manpower and budget
- it avoids work duplication elsewhere
- the issue is one that the committee can realistically influence
- the issue is related to an area where the council, or one of its partners, is not performing well
- the issue is relevant to all or large parts of the local area
- the review would be in the council's interests.

Topics **are not** suitable for scrutiny when:

- the issue is already being addressed elsewhere and change is imminent
- the topic would be better addressed elsewhere (and will be referred there)
- scrutiny involvement would have limited or no impact upon outcomes
- the topic may be sub-judice or prejudicial to the council's interest
- the topic is too broad to make a review realistic
- new legislation or guidance relating to the topic is expected within the next year
- the topic area is currently subject to inspection or has recently undergone substantial change.

Defining scrutiny topics

For every item on the work programme/new referral, it should be clear:

- What is the issue/activity/project under consideration?
- What is scrutiny being asked to do?
- What are the reasons for/expected benefits of involving scrutiny in the matter?
- Is there a specific deadline for the piece of work?



Challenge 1 – prioritising topics

Consider the issues that are important to the people you represent in your ward. List the five issues you think are the most important, then put them in order of priority; make a note of your reasoning. Do you know all the information you need to handle complaints effectively? Consider these statements to identify any gaps. If you answer ‘no’ to any of them, take some time to find the answers from your council’s website or your work colleagues.

1

2

3

4

5

Think about how you would translate these into strategic issues. Here is an example:

The issue

A number of residents have been complaining that the trees in the local area are not being pruned regularly enough, becoming a hazard and presenting a potential danger to the public. Complaints include difficulty in walking on the pavement, damage to tall vehicles, trip hazards from tree roots and gardens being overshadowed by trees.

Strategic considerations

The council needs to consider how it allocates its Environmental Services’ resources so that it can be efficient whilst also meeting the needs of local residents. It can look at:

- how services are procured, commissioned and contracted
- which are the most hazardous streets and where the biggest improvements can be made
- prioritising and planning a programme of work for tree pruning.

How scrutiny works

The ongoing formal business of scrutiny is usually carried out by committees, the purpose and composition of which is defined by legislation. The scrutiny committee chair is usually proposed by the council executive, although Full Council votes on the membership of committees and chairs at council AGM.

Scrutiny work is also carried out in smaller, informal ‘task and finish’ groups, which are not covered in legislation. These are time-limited bodies established by scrutiny committees to gather evidence and produce recommendations on a specific subject.

The overview and scrutiny committee

Councils that operate under executive arrangements are required by law to have an overview and scrutiny committee. This must be composed to reflect the political proportions of the council as a whole (so, for example, in a council with 25 Conservatives and 20 Labour councillors, a scrutiny committee may have five Conservative and four Labour members). The chair of the scrutiny committee can represent any political party; when considered collectively they do not need to be politically balanced.

Councils using a committee system of governance are not required by law to create an overview and scrutiny committee, but they may do so if they wish.

Members of the council's executive **may not** sit on the overview and scrutiny committee; cabinet assistants **may** sit on scrutiny committees, since the executive's decision-making powers cannot be delegated to them. However, to avoid a conflict of interests it is common for assistants to be assigned to committees that do not reflect their portfolios.



Challenge 2 – scrutiny in your council

There is no prescribed structure for implementing scrutiny in a council – there may be one overview and scrutiny committee, or several committees and sub-committees. Find out how scrutiny is implemented in your council.

Scrutiny meetings

Scrutiny committee meetings are formal and public. They provide a forum whereby councillors can:

- discuss written information they have received, from the council and external bodies
- hear evidence from witnesses, which could include other councillors, council officers, experts, representatives from other organisations and members of the public
- question witnesses to gain a better understanding of the issues
- draw conclusions from their discussions and the evidence examined, in the form of an outcome.

Committee meetings usually involve one or more substantive written reports being tabled on issues selected by the committee and its chair on the basis of the work programme. The purpose of scrutiny is to provide recommendations for improvement, so it is important to have a clearly defined outcome at the end of the meeting.

The Local Government Act 1972 sets out a variety of requirements around formal committee meetings:

- They must be in public. The public may only be excluded if it is likely that confidential or exempt information will be disclosed.
- The agenda and related papers must also be made public at least five working days before the meeting, unless the meeting is convened at shorter notice. Certain papers may be excluded from publication if they contain confidential or exempt information.
- The council's constitution must have rules of procedure for overview and scrutiny committees, including provisions on:
 - public questions and the public's right to speak at the meeting
 - length of meetings and the use of motions to extend meetings where necessary
 - how witnesses will be managed
 - how the chair will conduct the meeting.

Task and finish groups

Task and finish groups are informal, usually small and time-limited bodies comprised of councillors and, often, co-optees brought in from outside the council for their specific skills and experiences. They are established by a parent committee to undertake a discrete piece of scrutiny work, and report back to that committee with their findings and recommendations.

Task and finish groups are not mentioned in legislation, although most councils make provision for them in their constitution. The following rules of thumb have been developed by CfPS:

- membership should be defined and agreed by the group's parent committee
- the parent committee should also decide on who should chair
- while party whips may nominate other councillors to sit on groups, the ultimate decision rests with the committee and the committee chair
- as far as possible, membership should loosely reflect the political proportionality of the authority (the only caveat being that attempts are usually made to involve smaller parties where they otherwise would not be entitled to a seat)
- members of the group (and even the chair) need not be drawn exclusively from the group's parent committee – any councillor can be nominated to participate
- decision-making in the group (ie deciding on the wording of a final report and deciding on recommendations) should be undertaken through consensus rather than through a vote, given the fact that the membership may not directly reflect political proportionality.

To demonstrate transparency and accountability, it is also recommended that task and finish groups make published information, minutes and evidence-gathering sessions accessible to the public.



Guidance

Effective scrutiny meetings

The role of the committee chair is critical in making sure the committee works as a team and fully understands the issues under discussion in scrutiny meetings. The chair takes an active role in leading and directing the discussion and managing any disagreement between committee members. This is covered in more detail later in the workbook.

There are a number of ways that scrutiny meetings can be made more effective, although a council's ability to do all of these will be limited by the resources it has available.

Agenda

Having clear criteria for assessing agenda items means that only necessary items make it onto the agenda.

Limiting the number of agenda items helps to keep meetings focused and easier to manage. Evidence from the CfPS Annual Survey suggests that any more than three substantive items per meeting is detrimental to its effectiveness.

Preparation

You can make the best use of your time in preparing and attending meetings by prioritising and planning any information you need to prepare or read beforehand.

Effective agenda management, where councillors are provided with a short briefing and key sources of corporate information prior to meetings, can also help to minimise the amount of time spent during the meeting on reading documents, and means more time can be spent on analysis and discussion.

Pre-meeting

If time and resources allow, holding a pre-meeting to plan questions can help to ensure that topic selection is based on councillor interests, so everyone will be willing to make a contribution.

Objectives

Having clearly defined and agreed objectives and outcomes for the meeting means that:

- councillors can work towards a common target in their questioning and witnesses can be fully prepared
- discussions can be easily summarised at the end of the meeting and in the minutes, with a focus on actions, post-meeting communication and follow-up work
- findings and conclusions can be more easily converted into clear, concrete recommendations at the meeting.

Outcomes

Defining outcomes at the end of the meeting makes sure that agenda items are concluded with certainty and there are no 'repeat items' at the next meeting.

It also makes it possible to monitor progress on outcomes and commitments at the following meeting.

Co-optees

Council scrutiny functions have the opportunity to co-opt people from outside the council to sit either on scrutiny committees (as voting or non-voting co-optees) or on task and finish groups.

The formal appointment of a co-optee onto an overview and scrutiny committee is provided for in the Local Government Act 2000. Task and finish groups may co-opt group members without restriction.

For councils responsible for education functions, there is a requirement for certain co-optees to be appointed to the relevant committee. The provisions in the 1996 Act apply to overview and scrutiny committees by virtue of Schedule 1 of the 2000 Act.

For most councils, this will be two diocesan representatives (one Church of England, one Catholic) and two parent governor representatives (one primary, one secondary, and both from maintained schools). Such co-optees have voting rights and are treated as opposition councillors for the purposes of political proportionality (in order to assure that the largest party retains an absolute majority at committee).

For task and finish groups, the parent committee chooses co-optees at the scoping stage. The co-optee's role is identical to that of a councillor member of the review group, but when it comes to making a final decision on a report or recommendations, in practice it will be councillors' views that take precedence.

Combined authorities

The Cities and Local Government Devolution Act 2016 requires that combined authorities in England have their own overview and scrutiny committee.

Combined authorities are bodies formed jointly by a number of councils in a geographic area. They are the formal basis for the devolution of powers from central government to local areas. As such, combined authorities will have a significant part to play in big decisions around economic development, skills and transport, as well as other areas such as health and social care. The scope and nature of these decisions mean that having robust scrutiny arrangements in place is particularly important.

A combined authority has been in existence in Greater Manchester for several years, but others have recently been established such as in the West Midlands, Tees Valley and Liverpool City Region. Government has not set out any national expectations – it is for local areas to decide how arrangements will work.

The large areas covered by combined authorities means that there will be logistical difficulties about getting councillors together for overview and scrutiny meetings. These meetings will be additional to those held in individual local councils, so there will be an additional workload for some councillors too. This means that it will be vital for combined authority overview and scrutiny committees to be extremely focused and targeted in their work.

In practice, combined authority overview and scrutiny committees will work similarly to joint committees (see below) although some of the legal and practical issues are slightly different.

General issues around governance under devolved arrangements are discussed in the CfPS paper 'Devo why, devo how?' (2015).

Joint committees

Joint committees are committees which have representatives from two or more local authorities. In particular, they have an important role to play in health scrutiny.

There are a number of considerations which need to be taken into account for a joint scrutiny committee to work effectively:

Logistics – finding mutually convenient venues to ensure no one councillor or authority loses out.

Work objectives – gaining broad agreement on the committee's aims and objectives.

Political and personal opinions – bringing together a larger number of people to sit on a committee makes it harder to find consensus and manage differences of opinion.

Resources – establishing and managing a joint committee requires a significant expense, which needs to be shared between the participating authorities.

The scrutiny review process

Scrutiny reviews can take place before or after a decision has been made.



Hints and tips

The scrutiny review process

Each council has its own process for conducting a scrutiny review, which will be influenced in part by the resources it has available. Here is a generic scrutiny review process.

Scope the review

- determine the key issues and objectives
- identify key stakeholders
- identify who needs to be involved
- decide what evidence needs to be gathered and how
- determine how the work will be managed
- consider potential risks and ways of managing them

Gather evidence

- undertake consultation through public meetings, surveys, workshops and focus groups
- carry out site visits
- source data and reports
- interview experts and witnesses
- conduct focus groups and workshops
- work with officers and councillors to research issues

Evaluate evidence

- consider all the evidence in the context of the scope of the project
- look at evidence alongside other sources of data to gain a comprehensive view of the performance of a given service

Report and make recommendations

- document the work carried out and what conclusions have been reached
- make recommendations
- distribute the reports and recommendations to the relevant stakeholders for approval

Implement

- agree and develop an implementation plan
- action the agreed recommendations
- feedback outcomes to stakeholders, including the local community

Monitor

- track progress of the changes being implemented
- evaluate and assess impact
- conduct further investigation and make additional recommendations if necessary

Pre-decision scrutiny

Pre-decision scrutiny is planned during the work programming activity and could take place immediately before a decision is made, or a more significant amount of time beforehand. By challenging assumptions and assessing what risks might arise from the implementation of a decision, scrutiny provides the opportunity to influence and improve decisions before they are finalised.

Councils are required to give 28 days' notice of a planned decision. The majority of councils publish their planned decisions in a Forward Plan, often with longer than 28 days' notice, so this is a useful scrutiny tool in identifying pre-decision topics. The decisions are brought to scrutiny as drafts of the final cabinet report.

Pre-decision scrutiny that is carried out immediately before a decision is made will have obvious time limitations, so it is best focused on key questions around the decision's implementation, risks and measures of success.

Scrutiny carried out several months before a decision is made will have more time and resources with which to delve into the fundamentals of the decision and propose alternative options. This is the best way to scrutinise major decisions and significant strategic matters. Overall, pre-decision scrutiny can help the decision-making process by:

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

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

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

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

Engaging with and satisfying the public – scrutiny can help the council to understand local needs, with public engagement being led by councillors who approach discussions with no vested interest or stake in the final decision.

Post-decision scrutiny and call-in

Post-decision scrutiny takes place in response to decisions that have already been made. This is particularly useful for influencing policy changes in the medium to long term.

For decisions that have been made but not implemented, scrutiny has the power to call-in the executive to revisit a decision and delay its implementation. This applies only to 'key decisions', which are predominantly decisions made by the executive, either as individuals or as a whole. Councils define key decisions in different ways, but usually these are decisions with implications over a certain financial threshold, eg over £250,000, and which affect two or more council wards.

The purpose of call-in is to provoke further debate on a topic of political contention. It acts as a means to draw attention to opposition to a decision, and provides a forum for that opposition to be voiced.

Call-in is a tool that should be used in exceptional circumstances and for issues of particular contention. To use it otherwise would prolong the decision-making process overall and create unnecessary tension between the executive and the scrutiny committee. Effective pre-decision scrutiny will help to avoid the need for call-in.



Challenge 3 – the call-in process in your council

The call-in process, and the approach to managing call-in meetings, differs from council to council. Make a note here about how your council manages call-in.



Case study

Scrutiny and policy development

Brighton and Hove's Traveller Strategy Scrutiny Review Panel (2011) conducted its scrutiny review alongside the executive's preparation of a Traveller Strategy. The strategy was amended in response to recommendations in the scrutiny review.

Brighton and Hove City Council was looking to create a strategy for Gypsies and Travellers which was forward thinking and inclusive. The council hoped to pioneer new ways of addressing their needs while remaining sensitive to their traditional lifestyle, as well as providing basic services such as education and health, and fostering good relationships with local Traveller and Gypsy communities.

Unauthorised encampment was an unwelcome and costly issue for the council. The scrutiny panel's recommendations recognised that the creation of a permanent

site, managed by the council, was key to reducing tensions and could help facilitate mutual understanding. Evidence showed that solving the issue of accommodation could significantly curb economic costs. Also, when Gypsies and Travellers are in authorised sites returns are generated in rent, council tax and utility bills.

The recommendations were supported by evidence gathered from 31 expert witnesses as well as written evidence.

www.brighton-hove.gov.uk

Gathering evidence

There are several methods for using meetings to gather evidence.

‘Scrutiny day’ or ‘challenge panel’

This is a half-day or full-day session where scrutiny councillors, and others, come together to gather evidence on a topic and to make recommendations. This is the standard approach taken by a number of councils.

Light touch review

This is a review of a narrow topic which might involve holding two or three evidence-gathering meetings over the course of about a month.

Full length review

This involves members meeting periodically over the course of several months and was the traditional approach to scrutiny reviews in many councils until quite recently. The resource involved can be significant.

Standing panels

Standing panels are bodies set up to provide oversight for an ongoing council process. They are used when scrutiny is shadowing a time-limited piece of work carried out by someone else – for example, the council’s budget preparation or a major NHS reconfiguration.

Sources of information

The information gathered during a scrutiny review, and where to find it, will depend on the topic under review. In the interests of efficiency, scrutiny councillors have a responsibility to actively seek out information for themselves, so it is important that you are aware of what information is available and how to access it. Here are some examples of information that could be useful.

Information on performance, finance and risk

- quarterly performance and finance reports
- programme and project management information
- risk registers
- complaints logs
- internal reviews and action plans

Strategic information

- budget and policy frameworks
- external inspection reports
- corporate peer challenge letters, reports and information
- departmental plans and strategies
- partnership plans and strategies
- council or partnership programmes
- cross-departmental strategies
- improvement plans
- information from benchmarking clubs, where councils share information

Feedback

- from consultations and residents’ panels
- from frontline staff



Challenge 4 – where to find information

You will have direct access to much of the information you need through your council's website or internal computer systems. There is a benefit to reviewing raw data, rather than a report prepared by an officer, in that it allows you to use your unique perspective as an elected representative, with detailed knowledge of your ward, to make your own links and connections between performance issues.

Do you know where to find management information for your council?

Make a note of where your council makes this kind of information available.

Using evidence effectively

Using evidence effectively means looking at it alongside other sources of data, to see what themes emerge and whether different evidence sources disagree about services being provided on the ground.

For example, customer complaints data can be compared with performance information, finance information and risk registers, to take a comprehensive view of the performance of a given service. While performance information may suggest that all targets are being met, the service may be overspending and complaints data may demonstrate that the public are unhappy with the level of service being provided – an issue which has not been identified in the risk register as needing action. Linking together information in this way allows judgements to be made about difficulties which can help to frame and focus solutions in a way that will be useful to officers delivering the service on the ground.

Making a recommendation

Recommendations are the way that scrutiny can have an impact. Making good recommendations, and monitoring them, makes it more likely that scrutiny's work will add value.

A good recommendation is:

- specific about the change recommended
- evidence-based and realistic
- focused on measurable outcomes
- addressed to a specific person or group
- realistic about financing requirements
- developed in partnership with the executive, council officers and council partners.

There is a legal requirement for the executive to respond to recommendations within two months of them being made. If recommendations are made to a named partner organisation, however,

they do not have a duty to formally respond, although they do have a responsibility to 'have regard to' the recommendations.

The response to a recommendation from a decision-maker should consist of:

- a clear commitment to delivering the measure within the timescale set out
- a commitment to be held to account on that delivery in six months' or a year's time
- where it is not proposed that a recommendation be accepted, the provision of detailed, substantive reasons why not.

Scrutiny can help decision-makers to view recommendations in a positive light, and submit acceptable responses, by agreeing beforehand when and how recommendations will be made, and what an acceptable response will look like.

Monitoring recommendations

It is scrutiny's responsibility to monitor and evaluate recommendations once they are implemented, even though it is not their responsibility to deliver the changes.

Tracking the progress of recommendations does not require full scrutiny reviews, but a simple check that after six or twelve months they are being implemented and the outcomes detailed in the decision-maker's response are being fulfilled. Action can be taken if required; if everything is on track, scrutiny can trust the implementations are being made satisfactorily and move on.

Working with others

The effectiveness of the scrutiny committee relies on it establishing positive relationships with the council's executive, its officers and partner organisations.

The council executive and officers

The responsibility for scrutiny working well is shared with the council's executive, which has a duty to ensure its members do not undermine or denigrate scrutiny.

The Local Government Act 2000 requires the council executive and officers to:

- Attend meetings when required to do so.
The word “require” is not defined in the Act but it can be assumed that it does not confer a choice as to whether or not to attend.
- Provide information, where required to do so. Again, this must be complied with.
- Respond to recommendations.

With some planning and consideration, scrutiny can make it easier for the executive and officers to engage with scrutiny, therefore making it more likely that they will accept and implement recommendations. The scrutiny committee can do this by:

- being clear about why topics have been chosen for scrutiny review and demonstrating, where possible, how they fit with the executive's priorities
- making invitations to scrutiny committee meetings far enough in advance that people are more likely to have availability
- being clear about the purpose of committee meetings and why people are being invited to attend

- where possible, sharing scrutiny reports and recommendations in draft form; this makes sure there are no unpleasant surprises for anyone, and allows the executive to highlight where it feels recommendations may require alteration for practical reasons
- defining the content and format of the executive's response to recommendations
- involving the executive and officers in discussion and dialogue as the work programme is put together
- making sure the executive's viewpoint is fully understood and reflected in scrutiny review reports.

A number of councils have developed a protocol to manage the scrutiny/executive relationship.

Statutory officers

Councils are required to designate two statutory officers who, between them, share the responsibility to protect and promote the scrutiny function: the scrutiny officer and the monitoring officer. They are ultimately responsible for securing good governance within the authority.

From time to time, questions and concerns will arise about the operation of the scrutiny function, and an officer will need to make a determination about what the law says, and how this should be applied to that particular situation. The scrutiny officer and monitoring officer need to have a nuanced and meaningful understanding of the scrutiny function in order to accurately make judgements about its operation when disagreements or other issues arise.

The scrutiny officer

The scrutiny officer has the responsibility for promoting the role of overview and scrutiny, supporting overview and scrutiny committees, and providing advice to officers and councillors about overview and scrutiny committees. This includes activities such as:

- providing, or managing, administrative work
- undertaking research
- analysing data
- preparing reports.

The scrutiny officer cannot be the council's head of paid service, the monitoring officer or the chief finance officer (s151 officer). They will not necessarily have the word 'scrutiny' in their job title; similarly, someone with the job title 'scrutiny officer' will not necessarily be the council's statutory scrutiny officer.

District councils in areas where there is also a county council, and shire districts in two-tier areas, do not have a duty to designate a statutory scrutiny officer.

The monitoring officer

The monitoring officer is responsible for ensuring that the council operates within the law. Their principal responsibilities are:

- to report on matters they believe are, or may be, illegal or amount to maladministration
- to be responsible for the conduct of councillors and officers
- to be responsible for the operation, review and updating of the constitution; this includes providing advice on the interpretation of the constitution, and making determinations where necessary.

The view of the monitoring officer on the meaning of the law as it relates to local government, and the council's constitution, is final. When issues arise around the scrutiny function, the scrutiny officer can provide advice

to the monitoring officer to assist them in reaching a decision or determination.

Scrutiny and partner organisations

Councils often work with partner organisations to deliver services. These could be in the private, public or voluntary sectors and include:

- contractors
- organisations with whom the council has jointly commissioned services
- organisations that the council funds to deliver certain services by means of grant funding or service level agreements.

It is likely that any service a council delivers, and therefore any scrutiny review, will involve a partner organisation in some way. Scrutiny has statutory powers to investigate the work of a council's partners.

Health

Health scrutiny committees may investigate any health-related issue in their area, and have an obligation to invite interested parties when they choose to carry out such investigations. When they make recommendations to local NHS bodies, scrutiny committees have the right to require a response within 28 days. Scrutiny can carry out investigations on its own initiative, or at the suggestion of Local HealthWatch.

Where scrutiny finds issues around substantial developments or reconfigurations of local health services, the council (rather than the scrutiny committee) has the power to refer it to the Secretary of State.

Community safety

Under the Police and Justice Act 2006, a committee of the council designated as a community safety scrutiny committee has the power to ask local community safety partners for information, request that those partners attend meetings (given reasonable notice) and require that those partners consider recommendations submitted to them.

Flood risk management

Following recommendations made by the Pitt Review, scrutiny committees have a formal role with regard to flood risk management, which allows for the review and scrutiny of such functions carried out by upper tier authorities.

Other partners

Scrutiny has some loose legal powers in relation to partner organisations working with the council to deliver public services. In real terms, though, it does not have any more rights than a private citizen, so it is important to foster positive working relationships with partners in order for scrutiny to achieve its objectives.

Scrutiny can, however, ask these partners to attend meetings, request information from them and require them to 'have regard to' their recommendations. There is no legal definition for 'having regard to', but some councils have defined it through scrutiny/partner protocols.

Contracted-out and commissioned services

These are not specifically provided for in legislation. However, scrutiny has a general responsibility to hold to account those people who commission services and manage contracts. This requires discussion and liaison with council officers in 'client-side' positions who are responsible for managing the relationship with contractors and providers.

Scrutiny is beneficial in this context because its perspective is informed by listening to and understanding the experiences of local people, thereby measuring services in terms of value to the community.



Hints and tips How to engage partners in scrutiny

Early planning and dialogue, to set out mutual expectations, is critical for encouraging partners to engage in scrutiny.

- Talk to partners early on to discuss the work programme (talking about topics you're considering looking at, and thinking about how they can be cast so as to better complement partners' own work).
- Ensure that partners know what to expect and understand the purpose of whatever meetings they are invited to and the overall purpose of the work on which you're engaged.
- Make sure that the scrutiny process is made transparent for partners, by providing them with agendas and associated information well in advance.
- Use one-off 'challenge panels' or 'scrutiny days' rather than expecting partners to be able to support a detailed piece of ongoing work.
- Be clear about how the information provided by partners will be used.

You can find more information in the CfPS 'Practice Guide 9: Engaging with partners'.

Other scrutineers

There are other organisations that also have a responsibility to scrutinise distinct public policy areas. It is important that scrutineers work together in the interest of streamlining governance and with a view to sharing the limited resources available to scrutiny.

Joint working includes activities such as sharing information, carrying out informal background research and working on a formal joint task force or committee.

Other scrutineers include:

Local government

- other tiers of government
- local neighbourhood and area structures
- the Local Government Association (LGA), which carries out corporate peer challenges
- OFSTED for children's services inspections
- the audit committee

Health

- Local HealthWatch
- Care Quality Commission
- NHS regulation organisations
- Education
- school governing bodies
- Policing
- police and crime panels
- police and crime commissioners

Fire

- fire and rescue authorities

Useful skills

Questioning techniques

Questioning is a crucial component of the 'critical friend' challenge and an important principle of good public scrutiny. The key to successful questioning is balancing the need to get answers with the need to build strong relationships. This can be achieved by a combination of good preparation, knowing what questions to ask and when to ask them, and understanding which style is appropriate for different situations.

Questioning is best carried out after some preliminary evidence gathering and research has been undertaken, so that questions can be targeted on the appropriate issues and the appropriate witnesses can be identified for questioning.

A pre-meeting can be a useful preparation tool to decide how to carry out the questioning, for example:

- Who will ask the questions?
- How the questions will be organised?
- Will the chair call people to ask questions in a free format, or will the use of supplementary questions will be tightly defined?
- Which types of question to use for different witnesses?
- How to respond to a witness who is unhelpful or evasive?



Hints and tips **Selecting witnesses** **for questioning**

- How will speaking to this witness help to achieve scrutiny's objectives?
- Will this witness be willing to help?
- Can this evidence be acquired from anywhere else?
- Will it be necessary to balance this witness's views with the views of others, as part of the wider evidence gathering?



Hints and tips Question types

Open questions

Open questions allow the witness to open up and to share all the information they have. Encouraging the witness to elaborate early on will allow them to speak and will calm their nerves. This will help them to relax, and can be helpful in ensuring the witness will answer further questions in a more helpful manner.

Useful phrases:

- How...?
- Why...?
- When...?
- Who...?
- What...?

Closed questions

Where a simple yes or no answer will suffice it is advisable to stick to closed questions (such as when checking a fact). Closed questions are harder to avoid and easier to challenge.

Useful phrases:

- Did you ...?
- Have you told.....?
- What I think I'm hearing is... is that right?

Reflecting questions

These are used to clarify something which has been said, and/or to get the respondent to speak about a subject in more depth.

Useful phrases:

- You said that...
- You sound as if
- I get the feeling that

Extending questions

Extending questions invite the witness to offer more information, and to elaborate on what they have already said.

Useful phrases:

- How else could...?
- Could you tell me more about..?

Comparative questions

These can be used to compare situations (for example on a before and after basis).

Useful phrases:

- What has it been like since...?
- What difference has...?

Hypothetical questions

The use of hypothetical frameworks allows the witness to answer a question from a safer theoretical position and may encourage them to explore issues in more depth.

Useful phrases:

- If...
- Imagine...

Rephrasing or paraphrasing

Another technique that can be used to clarify something that has been said by the witness, it may also encourage the witness to elaborate on their previous answer and provide more detail.

Useful phrases:

- Are you saying that...?
- Let me see if I understand the problem completely...

Linking questions

Linking questions rely on active listening on the part of the scrutineer (see below). By linking previous responses offered by the witness to other issues the scrutineer is able to demonstrate that he has valued the witness's input. This technique may then encourage the witness to offer further explanation

Useful phrases:

- You mentioned earlier that...
- How would you....?

The CfPS provides more detail in their 'Skills Briefing 1: Questioning Skills'.

Listening skills

Listening skills are an important part of the scrutineer's role and are closely linked with questioning. Active listening ensures the witness feels that they are being properly heard and understood, which can help to facilitate further questioning.

The basic principles of active listening are:

Positive body language – look attentive and show positive signs of encouragement; consider the body language of the witness to gain a fuller understanding of their response.

Check understanding – use paraphrasing and repetition to check that you have understood the witness.

Take notes – these can be referred to later or used to challenge the witness if an explanation has not been fully understood, or where a contradiction has appeared in the witnesses statements.

In summary, the chair needs to ensure that all work being delivered by the committee, or panel:

- makes a positive impact on services
- promotes good practice
- challenges underperformance
- acts as a catalyst for change
- deals, where appropriate, with relevant partnership issues.

The CfPS 'Skills Briefing 2: Chairing and Leadership in Scrutiny' provides an in-depth look at the role of the scrutiny committee chair.

Chairing scrutiny

The chair of a scrutiny committee should seek to provide, through strong leadership, a good environment for the constructive challenge of decision-makers. They should foster discussion and encourage all concerned stakeholders to be involved in the process, whilst ensuring that all opinions are expressed in a constructive manner that contributes to the intended outcomes of the process.

The chair is also responsible for ensuring that the scrutiny process – within and outside the context of formal committee meetings – is managed in a way that creates a fair and balanced environment, keeping the scrutiny process free from political point scoring and allowing for the effective scrutiny of all evidence that is produced.

Final summary

It is important that all levels of government are scrutinised and held accountable for the decisions they make and the impact they have on local communities. In local government, the scrutiny function ensures that decisions made by the council executive are transparent and robust, and ultimately focused on improving public services.

Being an effective councillor, representing the needs of your community, requires a commitment to promoting scrutiny and ensuring that it takes place. It is a tool which you can use to make sure your local community's needs are reflected in the decisions made by the council – a unique perspective afforded to you by being a councillor.

Effective scrutiny involves:

Effective work programming – planning ahead, selecting appropriate topics, allocating time and resources, scoping and planning activities.

Positive relationships – fostered through effective communication with the council's executive, officers, partners and other scrutineers.

Effective research and analysis – examining raw data and prepared reports, using appropriate questioning techniques and selecting appropriate witnesses.

Effective meetings – preparing the meeting and the invitees, communicating in advance and afterwards, staying on topic, summarising and confirming decisions.

Specific recommendations – stating what needs to change, associated time scales, who needs to be involved and how it should be implemented.

Good monitoring and evaluation – ensuring that recommendations are being implemented and measuring success in terms of outcomes.

Appendix – sources of further information and support



The Centre for Public Scrutiny (CfPS) has published a series of practice guides and skills briefings which are available from its website www.cfps.org.uk.

The Local Government Association (LGA) produces a number of development materials for councillors, including resources on how to chair meetings. All materials are published on their website www.local.gov.uk.



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We consider requests on an individual basis.

Overview & Scrutiny Board

5 July 2022

REPORT

Subject Heading:

Annual Reports of Board and Sub-Committees

SLT Lead:

Sandy Hamberger, Assistant Director of Policy, Performance and Community

Report Author and contact details:

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

Policy context:

The report deals with a statutory process.

Financial summary:

There is no significant financial impact from the statutory processes as these requirements are being met by existing budgets.

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

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

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

SUMMARY

The annual reports of the Overview and Scrutiny Board and its former Sub-Committees are attached for approval.

RECOMMENDATION

That the Board approves its annual report and those of its former Sub-Committees for submission to full Council.

REPORT DETAIL

Under the Council's Constitution, the Board is required to submit to full Council a report summarising its work and that of its Sub-Committees. These reports are attached and the Board is asked to approve them for submission to full Council on 13 July.



Overview and Scrutiny Board Annual Report 2021/2022

CHAIRMAN'S FOREWORD

I am delighted to give this short introduction to the summary of the Board's work during the 2021-2022 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 been used effectively 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, 2021/22 MUNICIPAL YEAR

1. Call-ins of Executive Decisions

During the period under review, the Board exercised its power of requisition or call-in of the following Executive decisions:

Reactive & Planned Maintenance & Construction Improvement Schemes
Contract – May 2021

Public Realm Transformation – New Operating Model – August 2021

Climate Change Action Plan – December 2021

Award of Contract for Housing Repairs and Voids – January 2021

Whilst the Board did not uphold any of the requisitions, each issue was scrutinised at length with relevant officers and, where appropriate, the Cabinet Member. Further details of each requisition and the issues discussed can be found in the minutes of the relevant meeting.

2. Pre-decision Scrutiny

In October 2022, the Board used its powers of pre-decision scrutiny to examine the Council's Housing Allocation Scheme, before any final decision was taken on the matter. The Board held detailed discussions regarding the structure of the new scheme and the likely impact on housing applicants in Havering.

The Board agreed a number of comments on the proposed scheme for consideration by the Cabinet Member in making their decision. These included the need for more information on housing supply, that the proposed Opportunities Register was very positive and should be promoted widely and that the scheme should offer more support to single mothers with children.

3. Budget Issues

The Board received in November a mid-year update on the budget situation covering for example overspends in Adult Social Care caused by Covid-19 and proposed savings via staff reduction and new modes of delivery such as the introduction of community hubs.

In February, the Board conducted scrutiny of the Council budget papers, prior to their consideration by Cabinet and Council. The Board agreed a number of comments to be passed back to Cabinet covering areas such as the impact on staff morale and Council services of planned reductions in staffing numbers, challenges around plans to increase the level of the Council's reserves and uncertainty over the impact of central Government's Social Care Plan.

4. Race, Equality, Accessibility, Diversity and Inclusion (READI) Review

The Board was briefed on the findings of the READI review and felt that Members should be given more details of the experiences covered in the report. It was agreed compliance with the review action plan should be scrutinised on a six-monthly basis.

5. Organisational Change Policy and Voluntary Release Scheme

In March the Board reviewed plans to allow around 400 staff to leave under the voluntary release scheme as part of efforts to close the anticipated budget gap. This was linked to the Council's organisational change policy which sought to ensure fair, transparent and consistent management of change. The timetable for the voluntary release scheme was detailed and Members remained concerned about the impact the loss of this number of jobs could have on the delivery of public services.

6. Transformation Programme

The Board also scrutinised the Council's Transformation Programme which sought to use remote working effectively and maximise income rather than cut services. The Council's investment in digital provision was outlined and the Board requested to have further details of the Transformation Programme once these had been finalised by the relevant Director.

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.

Environmental and Climate Change Implications and Risks

None – narrative report only.

BACKGROUND PAPERS

None.

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Children and Learning Overview and Scrutiny Sub-Committee Annual Report 2021/2022

CHAIRMAN'S FOREWORD

It has been said an infinite number of times, but last Municipal Year 2021-2022 was again unprecedented, the COVID-19 pandemic challenging Government locally and nationally in ways previously unthinkable.

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.

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 2022.

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 Robby Misir (Vice Chairman)

Councillor Gillian Ford
Councillor Tony Durdin
Councillor Tele Lawal
Councillor Sally Miller (BCAc)
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 four occasions and dealt with the following issues:

SCHOOL QUALITY ASSURANCE

At its meeting in September 2021, the Sub-Committee received the annual report for School Quality Assurance. The report detailed an overview of the statutory responsibilities of the Local Authority (LA) with regard to ensuring education excellence.

It was explained that the service recognised and respected the diverse educational landscape and models of governance that now existed within the borough. The Education Act 2011 outlined that the role of Local Authority in relation to all children and young people.

ADOPT EAST LONDON ANNUAL REPORT

The Sub-Committee received an Adopt East London Annual Report from the regional adoption agency, hosted by Havering that provided adoption services for Havering, Tower Hamlets, Newham and Barking and Dagenham.

The report fulfilled the statutory requirements to report to the executive body on an annual basis providing information on Adopt London East business, performance, successes and challenges in 2020/21.

It was noted that Adopt London East had been successful in increasing overall numbers of children placed for adoption and in improving timeliness of placement. The number of matches per Local Authority in Adopt London East was significantly higher than matches in all other London Regional Adoption Agencies.

ADAPTIONS DUE TO COVID

The Sub-Committee received a report that outlined adaptations due to Covid and Covid Recovery. Since March 2020, schools had been required to make huge changes to their operations in all areas. They made many adaptations to both the content and delivery of their curriculum.

Adaptions had occurred in four phases and no definitive date of when they would be able to say, “we have recovered” was possible because the impacts were far and wide.

CHILDREN'S SERVICES ANNUAL COMPLAINTS AND COMPLIMENTS REPORT 2020-21

The Sub-Committee received the Children's Services Annual Complaints and Compliments report 2020-21. The annual report was a requirement for monitoring by Members as part of the Children Act 1989 Representations Procedure (England) Regulations 2006.

Complaints in 2020-21 had increased by 9% (87) compared to 2019-20 (80). The number of enquiries had increased significantly in 2020-21 compared to 2019-20, by 46%. There continued to be a steady number of complaints escalating to Stage 2 investigations in 2020-21 (6) and was at the same level as in 2019-20. There was one complaint escalated to stage 3 which was escalated to the Ombudsman.

Response times had improved in 2020-21 with 31% (27) responded to within the 10 working day timeframe. Efforts would continue to improve response times, while recognising the increased complexities of cases and balancing the priorities of the service. Complaints had continued to be received by email (57) and a further 18 received online.

The cost of independent investigations decreased significantly in 2020-21, due to the withdrawal of three Stage 2 escalations, reducing the cost to £6,087.95 from £19,531.65 in 2019-20.

INCREASE IN DEMAND AND IMPACT ON COSTS FOR PLACEMENTS FOR PEOPLE AND YOUNG PEOPLE WITH COMPLEX NEEDS

The Sub-Committee received a report on the Increase in Demand and Impact on Costs for Placements for People and Young People with Complex Needs. It was stated that There was an the increase in the number of children and young people with multiple complex needs requiring support from the authority and the impact this was having on the placements budget.

It was noted that Havering was a growing borough, with ONS population projections for the 0-17 population rising from 59,020 currently to 61,369 by April 2024. The changing demography locally would impact on the demand over the next five years.

In the years 2008-2019, running up to the pandemic the sector nationally saw a 19% increase in referrals. The number of children subject to a child protection plan increased by 76% in the same period. In 2019 it was estimated that children's social care was facing a £3.1 billion funding gap by March 2025 (LGA). It was estimated that the number of vulnerable children being placed in council care in England could reach almost 100,000 by 2025, up from 69,000 in 2015.

UPDATE REPORT ON ATTENDANCE AND EXCLUSION POST COVID

The Sub-Committee received an update report on the Attendance and Exclusion Post Covid.

The report updated members of the Committee on the progress made to improve School Admissions & Inclusions arrangements, across all Havering's Schools/ Academies and Alternative Provisions to ensure consistency with Havering's vision to ensure a good start for every child to reach their full potential during their educational journey.

It was noted that the Attendance Team had ensured that schools' understanding of Covid Coding on absences was regularly checked, and remained in line with changing guidance from the DfE. They continued to provide both remote and onsite support, and reported that schools were requiring additional time for consultations due to the increased number of pupils now deemed persistently absent.

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 2021/22.

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.

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Crime & Disorder Overview and Scrutiny Sub-Committee Annual Report 2021/2022

CHAIRMAN'S FOREWORD

This has been a particularly difficult year again 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.

This report is the annual report of the Sub-Committee, summarising our activities during its year of operation ending May 2022. This report will 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.

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

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

CCTV TOPIC GROUP UPDATE

The Sub-Committee received a brief on the current situation regarding the Council's CCTV provision. The pandemic had a significant impact on the CCTV review.

Evidence was being gathered on the future siting of cameras and for a new control room as the current control room was being decanted from Mercury House. Visits were being undertaken at other London boroughs to look at their control rooms and how they operated their systems.

A global shortage of microchips due to the pandemic meant officers were having to work closely with consultants to explore alternative options for CCTV cameras.

The council's current cameras were analogue and the new set up would employ digital cameras which needed microchips.

The current system would continue to be in use whilst the procurement was taking place to enable seamless coverage of the borough and the Sub-Committee would be notified once new options became available.

A large proportion of the £5 million budget set aside for the CCTV upgrade would be used for converting from analogue to a digital system and would include infrastructure, camera costs, new control centre and consultancy fees. It was noted that there were not an abundance of companies that offered a complete service and the Council had secured a company that would provide a service from start to finish. Furthermore, the new digital cameras would be able to provide very high quality images.

The Council currently had 350 cameras at various sites, some were fixed and others were re-deployable cameras used to target specific sites that may be used for things like fly-tipping hotspots.

A draft strategy would be presented to Cabinet in the future.

A further update in October gave an update on the delay to the roll out of the CCTV refresh programme, proposed new timescale and review of the technical and premises requirements for the new CCTV control room.

Officers advised that there had been a delay to the programme as the previous lead officer had left the Council in June leading to the recruitment of a permanent Head of Enforcement and Safety.

Additional works had taken place to review whether any possible additional medium or long term savings could be found.

It was currently being investigated whether groundworks could be undertaken as part of other planned highways works if this could be done then there was an opportunity for significant savings from the CCTV capital allocation.

The CCTV refresh rollout would commence in November and a CCTV Project Management Group had been set up and would be working on a range of immediate CCTV improvements and interventions, to upgrade elements of the system where these could be built in to the wider refresh.

Further updates would be taken before Cabinet and it was suggested that the Sub-Committee be updated as the works progressed.

DOMESTIC ABUSE ACT 2021

The Sub-Committee received an update on the Domestic Abuse Act which had received Royal Assent on 29 April 2021.

The report detailed the new definition of domestic violence and gave more clarity as to what relationships were covered by the Act.

The Act introduced the role of an independent Domestic Abuse Commissioner whose role was to who was responsible for representing victims, educating the public with regards to domestic abuse and monitoring the responses of local authorities and other statutory agencies.

In quarter 1 there had been 71 DAPNs issued across the borough Command Unit (BCU) of which 57 had been escalated to DAPOs. Havering had accounted for 23 of the DAPOs.

The Act also put “Claire’s Law” on a firmer footing, this allowed a third party or individual to ask the police to check whether a current or former partner had a violent or abusive past. Any disclosure had to be reasonable, proportionate and based on a credible risk of harm. The police could also be proactive in providing this information to a possible victim if it was flagged up in a previous incident.

The Act introduced special measures in criminal courts such as victims being able to give evidence in private, via a video link or from behind a screen.

The Act placed a duty on local authorities to produce domestic abuse strategies. MOPAC had produced a strategy on violence against women and girls domestic abuse which would in turn feed into Havering’s strategy.

E-SCOOTER UPDATE

The Sub-Committee were provided with a comprehensive summary of E-scooter legislation, the impact of continued illegal use including the adoption of the devices by various criminal groups and the road danger concerns.

Legal history stated that because E-scooters were powered by motors they were considered by the Department of Transport (DFT) and MPS to be mechanically propelled vehicles; therefore, for the purposes of the Road Traffic Act a driving license and insurance were both required and any offences that applied to motor vehicles (i.e. riding on pavements) also applied to E-scooters.

In terms of local context, statistics were not readily available but the concern around crime was a focal point currently centred on education and enforcement. Officers thought that the requirement of a licence and insurance had thus far served as a deterrent.

UPDATE ON THE ENFORCEMENT AND COMMUNITY SAFETY STRUCTURE REVIEW 2020

The Sub-Committee was updated on the work undertaken in relation to the Enforcement & Community Safety Review as presented at the last meeting. It also clarified the position regarding the apparent £86k disparity in the service budget from 2020 to 2021.

A permanent Head of Service has been appointed, who has been working with the Assistant Director of Civil Protection to review the findings of the report and to consider the efficiency and effectiveness of the new structure that was implemented in 2020.

KPIs revealed in what area staff were required and it was determined that staff in permanent posts were required as opposed to temporary cover support. Staff targets for fixed penalty notices were currently under review as currently there were not specific targets for individual Officers.

VIOLENCE REDUCTION ACTION PLAN UPDATE

The Sub-Committee was provided information on the Policing and Crime (MOPAC) as required by each local authority to produce a Violence Reduction Action Plan. The plan was refreshed annually and performance was reported quarterly to the Havering Community Safety Partnership and the 7 themes around the Partnership (Governance, Analysis and Enforcement, Reducing Access to Weapons, Safeguarding and Educating Young People, Working with Communities and Neighbourhoods to Reduce Violence, Supporting Victims of Violence and Vulnerability, Positive Diversion from Violence)

PERFORMANCE MONITORING OF THE COUNCIL FUNDED POLICE TEAM - HAVERING JOINT TASK FORCE (HJTF)

The Sub-Committee was provided with a review of the performance of the Council Funded Police Team (HJTF).

The Havering Joint Task Force was one of the most productive operational units in East Area, especially given that it was made up of only 5 uniformed police officers.

There would be a review of the task force on an annual rolling basis, with promotion around the work that they do and it was to also be noted that the funding was received through the TTCG.

UPDATE ON PROBATION UNIFICATION

The Sub-Committee was updated on:

- An update on the unification of the probation service.
- An opportunity to discuss how changes might impact the organisations, delivery and outcomes for people on probation.
- Clarification of current status in Barking, Dagenham and Havering.

Resources were being added to deal with specific group with complex needs (i.e. LGBTQ and veteran groups). The difficulty arises when outsourcing and around drug issues whereby people fall through the gaps as criminal justice cases don't fit into a specific mould.

Challenges existed around the changing landscapes of criminality. The core service was back up and running but challenges around retaining staff remained. The service could be fully functioning within 5 years if staff can be trained and retained. The core reasons for staff leaving was down to fiscal and workload reasons. Criminality was more complex and more violent than ever before.

WOMEN'S SAFETY

The Sub-Committee was provided with an overview of the work that had been done by East Area BCU on women's safety and provided information on violence against women and girls (VAWG offences excluding domestic abuse), domestic abuse and the work being done around Street Safe and Walk and Talk schemes.

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 2021/2022

CHAIRMAN'S FOREWORD

I am pleased to write this foreword to the summary of the Sub-Committee's work during the 2021-2022 municipal year.

We have 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. 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 Matt Sutton
Councillor Darren Wise

TRAFFIC & PARKING SAFETY SCHEMES 2021-22

The Sub-Committee received a report that detailed the Council's Highways Improvement Plan (HIP) and Transport for London (TfL) Local Implementation Plan.

No funding had been received from TfL to date. TfL were currently in discussions with local authorities to determine how much funding would be allocated to deliver transport schemes.

The effectiveness of speed reduction schemes were assessed over a five year period. Speed humps were no longer used in schemes and there had been a shift towards speed reduction by decreasing 30mph areas to 20mph.

It was noted that in some areas where speed limits had been reduced there had been no decline in accidents. In other areas both in the borough and outside of the borough, there was evidence that the incidents of accidents had decreased.

RAINHAM CREEK - UPDATE

The Sub-Committee received an update of current issues relating to Rainham Creek.

There had been a build -up of litter in the area and that despite some limited cleaning up by Council staff using boats and nets, it was apparent that more needed to be done to keep the area clean and safe. Council staff were unable to undertake a full clean-up operation because there was a need for specialist equipment.

An annual clean-up using a specialist contractor was being looked into and would be carried out in the autumn. An interim clean-up during the month of July was being organised so much of the litter could be safely clear up.

It was noted that the Council's maintenance team undertook regular scheduled maintenance of the surrounding area; including: grass cutting, shrub pruning, litter picking and litter bin emptying.

There were questions around cutting costs by completing the clean-up every two years rather than annually. There was the possibility of future funding for the clean-up from the Environment Agency. The Sub-Committee felt that any possible formation of a topic group to look at the subject would be more prudent after officers had secured a contractor to carry out the clean-up.

A subsequent update came to a meeting at the end of the year with a presentation that contained before and after pictures of the process of the clean-up and it was explained that the situation would be monitored.

MARLBOROUGH HIGHWAYS CONTRACT KPIS

The Sub-Committee received a presentation that highlighted the proposed Key Performance Indicators (KPIs) that were set against the award of a new 2 year extension of the highways works carried out by Marlborough Surfacing Ltd.

The Sub-Committee were advised that discussions between the contractor and the Council were ongoing and that in order to maintain continuous improvement; there was a plan to introduce a RAG (Red, Amber and Green) rating system.

Cleaning of gullies was a cyclical programme that was now carried out by Marlborough Ltd yearly and Fixed Penalty Notices were issued when permits for works were overdue.

FLOODING IN THE BUROUGH 2021

The Sub- Committee received a report that provided an overview on the position relating to flooding in the borough. Details were given of areas in the borough, due to their nature and topography, were at risk from flooding.

Examples of four noticeable flooding events in recent years were highlighted and included: the August 2016 event whereby the River Rom flooded in the north of the borough, the August 2020 event whereby Rainham and Hornchurch had been affected and a further two events of flooding in 2021 whereby parts of the north of the borough and Romford had been affected.

A number of rivers and tributaries across the borough which generally flowed from north to south towards the River Thames. Officers advised the Sub-Committee that in the past twenty years, rainfall events had become frequent and intense throughout the UK which had led to localised areas of flooding.

It was further highlighted that the relevant flood risk management authorities that were responsible for maintaining respective drainage assets. After a flooding event, the Council, as Lead Local Flood authority had to produce a section 19 report to investigate and record what had taken place. These reports were required to be published on the Council's website and would include the recommendations that had been provided.

There were a number of schemes and studies that the Council also had to put in place and state whether they were ongoing or had been completed. In regards to possible faults within the stations, the section 19 reports would identify these.

It was to be noted that the floods that occurred in the north of the borough earlier on in 2021 year, were caused by a month's worth of rainfall in an hour and that therefore there was no quick fix as the drainage in that area dated back to the 1930s and as the effects of climate change could mean this would be more problematic in future. Sluice gates were not an option because they were maintained by the Environment Agency and could not be opened in the Thames levels were already too high.

REVIEW OF PESTICIDES USED BY HAVERING

The Sub- Committee received a report that reviewed the use of pesticides by the Council following publicity surrounding Glyphosate (a commonly used weed killers of pesticides). The report referred to herbicides (substances used to kill undesirable plants) rather than pesticides (chemicals used to kill pests or eradicate disease).

It was to be noted that a report was previously produced for Cabinet in November 2019 and therefore this was an update to Members on the Council's position.

It was explained that Havering Council had adopted an integrated approach to weed control on its highways, council land, and parks and open spaces. This included the use of the herbicide Glyphosate, as well as manual removal, mulching and growth suppressants within parks and open spaces.

Havering continued to conform to the EU's Sustainable Use of Pesticides Directive, which recommended minimising use of herbicides and taking reasonable precautions during application.

Glyphosate was recently re-licensed by the European Pesticides Commission for five more years. However, recent well-publicised studies have asserted that the product poses potential risks to humans, animals and biodiversity, and groups including the Pesticide Action Network UK (PAN UK) campaign for its use to be phased out, along with other pesticides and herbicides. Other studies had concluded there to be either no such links, or links only associated with high levels of contact.

It was noted that the report also reviewed the current weed control measures and described alternative methods that were currently available within the industry. Equalities impact assessments would also be carried out to identify any alternative methods following procurement of a new contractor.

TRAFFIC AND PARKING SAFETY SCHEMES UPDATE 2021-22

The Sub-Committee received a report on the Traffic and Parking Safety Schemes that were in line with Transport for London's (TfL's) actions for local authorities in London. The Mayor's Transport Strategy (MTS) set out objectives including healthy streets and provision of a good transport experience as key parts of the MTS policy framework.

It was noted that the Local Implementation Plan (LIP) was an allocation of funding to the London boroughs by TfL to spend on projects that support the MTS and shape London's social and economic development to encourage active travel and make provisions for both walking and cycling.

It was explained that Vision Zero was a part of the MTS and was an initiative first introduced in Sweden in 1997. Vision Zero was an action plan which focused particularly on reducing road danger on the road network, by implementing schemes which would reduce crashes and improve road safety.

The Council recognised there were additional measures that could be implemented to improve the environmental aspects of areas within Havering to improve road safety to

reduce casualties of all road users on both Transport for London Road Network (TLRN) and borough roads, especially in the vicinity of schools.

Havering was investing significant levels of its' LIP funding on physical infrastructure measures to encourage modal shift. A substantial element of LIP funding was also spent on measures focused on securing behaviour change and presenting alternative travel choices for journeys.

These measures often encompassed educational initiatives delivered in schools, to businesses and other community groups to encourage people to consider making choices involving smarter travel and road safety education initiatives. The aim of these was to encourage people to walk, cycle or use public transport to/from their destination and ultimately see a reduction in journeys by private vehicles.

School Street schemes which were funded by TfL offered a proactive solution for school communities to tackle air pollution, poor health, and road danger reduction. A School Street scheme would encourage a healthier lifestyle, active travel to school for families and lead to a better local environment. These schemes were a current Council priority as they were mainly self-enforcing with the use of closed-circuit television (CCTV) at timed closures points operational during school drop off and pick up times.

Following on from the EOSSC meeting held on 21st July 2021, the types of safety schemes implemented since financial year 2015/2016, KPI details (where available) and before and after speed data to ascertain if safety had improved.

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



Health Overview and Scrutiny Sub-Committee Annual Report 2021/2022

CHAIRMAN'S FOREWORD

I am pleased to write this short introduction to the summary of the Sub-Committee's work during the 2021-2022 municipal year.

The period under review started with significant Covid-19 restrictions still in place and I am delighted that the period under review has seen the removal of these as well as some reduction in the level of pressure on Health Services as a result of the pandemic. The Sub-Committee will continue to monitor local health services as they seek to recover from the pandemic period at both a Havering and North East London level.

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 in this report.

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 Clinical 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

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 also covered information on the four-hour emergency access performance and the number of patients waiting in excess of 52 weeks for treatment which had increased over the post-Covid period.

2. Access to GP Services

The Sub-Committee scrutinised the level of access local residents had to GP services and the level of face to face appointments available following the pandemic. It was accepted that it was important to manage people's expectations about GP access and that treatment or advice could often be effectively given by GP nurses or pharmacists.

3. Healthwatch Havering

Healthwatch Havering has continued to bring to the Committee a number of reports the organisation has compiled covering areas such as access to GP practices and the impact of Covid-19 on disabled residents of Havering.

A director of the organisation regularly attends meetings of the Sub-Committee and is allowed to ask questions of witnesses, hence aiding the Sub-Committee's scrutiny of issues.

4. St George's Hospital Redevelopment

The Sub-Committee held a special meeting in January 2022 to scrutinise proposals for the development of a new health hub on the site of the former St George's Hospital site in Hornchurch. The Sub-Committee has reviewed the engagement process for the project and noted plans for a variety of services to be available on the site including phlebotomy, X-ray and a frailty hub. The new facility was scheduled to open in early 2024.

5. Phlebotomy Services

The Committee has scrutinised on several occasions during the year the phlebotomy pilot service and local blood testing facilities that were available. Although some improvements were noted, the Sub-Committee is likely to continue to monitor the situation and what provision is put in place following the conclusion of the pilot in June 2022.

6. 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 and associated recovery work scrutinised along with progress with the vaccination programme across the region.

Other areas scrutinised by the JHOSC have included the planned redevelopment of Whipps Cross Hospital, the clinical strategy being developed by the Barking, Havering and Redbridge University Hospitals' NHS Trust (BHRUT) and collaborative working between BHRUT and Barts Health. The Chair in Common of both organisations addressed the JHOSC on two occasions during the 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.

Environmental and Climate Change 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 2021/22

INTRODUCTION

This report is the annual report of the Sub-Committee, summarising the Sub-Committee's activities during its year of operation ended May 2022.

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.

SUB-COMMITTEE MEMBERSHIP

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 Jan Sargent
Councillor David Durant
Councillor Bob Perry

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

HEALTH AND SOCIAL CARE BILL WHITE PAPER

The Sub-Committee were presented with an update on the Health and Social Care Bill White Paper which was due to have Royal Assent in January 2022 and be implemented by April 2022.

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 2020 to March 2021.

There was a statutory requirement to publish the report annually.

REABLEMENT - UPDATE

The Sub-Committee received a report which detailed the service delivery and performance outcomes of the Reablement Service delivered by Essex Cares Limited.

HEALTHWATCH HAVERING – ANNUAL REPORT & NEL INSIGHT TO DISABLED RESIDENTS

The Sub-Committee has continued, throughout the year under review, to enjoy a productive working relationship with Healthwatch Havering – a local organisation representing the users of local health and social care services. Members of Healthwatch regularly attend meetings of the Sub-Committee and are able to ask questions of witnesses.

The Healthwatch Havering annual report was also presented to the Sub-Committee during the year under review. This outlined the statutory powers of Healthwatch to undertake enter and view visits to health and social care premises and how these were used in Havering. Other relevant aspects of Healthwatch's work included seeking the views of local people with disabilities on the support given to them during the COVID-19 pandemic.

Healthwatch Havering also produced a report which gave members of the Sub-Committee and insight into the thoughts of disabled residents during the COVID-19 pandemic.

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.

COVID-19 VACCINE ROLLOUT

During the period ending May 2022, the UK continued its COVID-19 vaccine rollout to residents. The Sub-Committee monitored the uptake of the vaccine from residents within Havering and commended the Adult Social Care team on their work within the care settings.

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

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Towns and Communities Overview and Scrutiny Sub-Committee Annual Report 2021/2022

CHAIRMAN'S FOREWORD

Members,

This year again 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.

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 March 2022.

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 4 occasions and dealt with the following issues:

CORPORATE PERFORMANCE INDICATORS

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

HOUSING WHITE PAPER

The Sub-Committee was updated on the Housing White Paper. The report set out the Government's 'Charter for Social Housing Residents' (White Paper) in November 2020. There were seven key priorities for providers of social housing and new powers for the Regulator for Social Housing (RSH) and Housing Ombudsman, to hold social landlords to account.

They were listed as follows:

- To be safe in your home.
- To know how your landlord is performing.
- To have your complaints dealt with promptly and fairly.
- To be treated with respect.
- To have your voice heard by your landlord.
- To have a good quality home and neighbourhood to live in.
- To be supported to take your first step to ownership.

It was explained that the safety bill legislation was nearing completion; however, it was still being debated. The housing consumer relations bill was another one to watch and these bills were particularly important for governance and scrutiny.

It was noted that there were more complaints from housing association residents generally regarding anti-social behaviour because their residents were not monitored in the same way as Council tenants. Therefore, all social landlords needed to address this issue across the board. It was explained that housing association tenants didn't have access to Councillors. However, with this new legislation housing associations would be pushed to publish performance.

The cost of compliance would be around £18m initially.

HOUSING DECARBONISATION TARGET

The Sub-Committee was updated on the Housing Decarbonisation Target. The report set out to provide an update on the decarbonisation activity and forward plan for the HRA housing stock.

It was explained that in order to significantly reduce the Council's carbon footprint and in turn minimise the climate, economic and social impacts which would flow from increased temperatures, the Council aimed to make direct changes in its HRA Housing stock.

The assessment identified spending of £23k per property which would achieve an 87% carbon reduction. Officers explained this would include insulation and windows, and was classified as a fabric first approach. A total spend of £276m would be required across the entire stock and when costs were removed for Decent Homes type programmes (already in the business plan) there would be a need to identify circa £200m.

The remaining 13% carbon reduction would require significant additional investment in deep retrofitting properties; however, it was felt that the decarbonisation of the electrical grid and improving technology would close the gap.

A full road map for each property to ensure that a clear programme of activities to achieve the 2030 and 2040 targets and ensure the HRA business plan includes sufficient monies would be developed. This would ensure that the most appropriate investment decisions were made across the portfolio.

External funding streams were also being investigated to see if there could be a reduction on the impact on the HRA. There was a bid submitted for £1.0m through the Social Housing Decarbonising Fund (SHDF) which would allow a number of the poorest performing properties to be brought up to a C Band and a delivery vehicle has been planned should the bid be successful.

The Council would find out whether the bid for funds was successful in February 2022. There was a total of £80m available but lots of competition. However, regardless of whether the Council were successful they would continue works as planned because there would be further future bids available. Future updates on all bidding would be provided at future meetings on a 6 monthly basis period and added onto the work programme.

It was explained that if they did everything that was on the plan now it would cost £200m. However, since the plan would be continuous, developing and evolving over time with new technologies. etc., officers believed costs would possibly decrease with a wait and see strategy to maximise value for money.

REPAIRS AND MAINTENANCE

The Sub-Committee was updated on the repairs and maintenance service. The report provided an update on the procurement of the new contract.

It was explained that LBH had a legislative duty to undertake repairs and maintenance works to its properties owned and managed by the HRA. Breyer Group who were awarded the contract several years ago have experienced significant challenges throughout the term. Mainly due to poor specification, contract management and poor performance by the contractor.

However, through a proactive approach by both Breyer the Council officers, LBH performance had significantly improved and has now been operating at or around the required KPIs in regards to repairs completed on time and those completed “right first time”. There have been more issues over the last few months for various reasons and officers are managing Breyer closely during the full demobilisation of the contract. As a contingency, the Council has a number of smaller contractors that can be relied on should there be a need in the coming months.

There had been a complete undertaking of a fully compliant procurement exercise to secure a new contractor on a 10 year contract that would provide a better continuity of service and allow for ongoing improvement and investment in service delivery. Mears have been appointed and a significant amount of time was invested in understanding customer’s views and preferences for the new service and this has considerably improved the specification and KPIs within the new contract. Gas services would remain the same and all properties had been serviced and were safe.

It was further explained that Mears and Council staff (call handlers) would be working out of the same site and this integrated model approach would enable better service through communication and technology. An incentive would be given to the contractor for setting targets and KPIs to allow extra benefits to them. An online portal would also be available to residents to book and review appointments.

The Sub-Committee received another update on the performance for the Council’s contractor Mears at a subsequent meeting and it was explained that that a number of subject specific meetings took place each week and included overall service delivery, IT and Communications. These meetings further helped clarify the scope and extent of the service and removed the ambiguities. A full activity tracker was provided and there had been significant works undertaken by the teams from Havering and Mears. Full commencement of full service was on target for Monday 4th April. The model they were currently working towards was for jobs to be done in less than 10 days and appointments would be offered on Saturday mornings along with the weekday 8am-8pm times.

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:

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BACKGROUND PAPERS

None.

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