



**Havering**  
LONDON BOROUGH

**ANNUAL REPORTS OF COMMITTEES  
and MEMBER CHAMPIONS**

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**Havering**  
LONDON BOROUGH

**ANNUAL REPORT OF  
THE AUDIT COMMITTEE**



**ANNUAL REPORT ON THE  
WORK OF  
THE AUDIT COMMITTEE**

**APRIL 2016**

## **1. Introduction**

1.1 This report covers the period April 2015 to March 2016 and outlines:-

- Information relating to the Audit Committee;
- The coverage of work undertaken by the Audit Committee;
- Key issues arising;
- Actions taken during the year, including training, to ensure the effectiveness of the Audit Committee; and
- Future planned work and challenges.

## **2. Background**

2.1 The Audit Committee has been in place for a number of years. The Committee's terms of reference list the responsibilities and authorities delegated in the Council's Constitution, which comprise:

### **Internal control**

- To consider and monitor the adequacy and effectiveness of the Authority's risk management and internal control environment and to make recommendations to full Council where necessary.

### **External audit**

- To monitor the adequacy and effectiveness of the External Audit Service and respond to its findings.

### **Internal audit**

- To support the Group Director Resources with his or her delegated responsibility of ensuring arrangements for the provision of an adequate and effective internal audit.
- To monitor the adequacy and effectiveness of the internal audit service and to receive and monitor an annual internal audit plan from the audit manager.
- To approve the Annual Statement of Accounts, including the Annual Governance Statement, and to recommend as necessary to the Governance Committee regarding the committee's responsibilities to monitor corporate governance matters generally.
- To monitor proactive fraud and corruption arrangements.

## **3. The Audit Structure (as at April 2016)**

Audit Committee: Cllr Viddy Persuad (Chair)  
Cllr Julie Wilkes (Vice Chair)  
Cllr Frederick Thompson  
Cllr Clarence Barrett  
Cllr David Johnson  
Cllr Graham Williamson

Internal Auditors: oneSource

External Auditors: Ernst & Young (EY)  
Previously PricewaterhouseCoopers (PwC)

#### **4. Audit Committee coverage**

4.1 The Audit Committee has received the reports as set out in Appendix A. The coverage can broadly be categorised as regular and specific. More information on both is set out below.

#### **4.2 Regular Work**

The Committee has regularly reviewed:

- Progress against the audit plan and performance;
- Key findings/issues arising from each audit undertaken;
- Progress against implementation of the recommendations;
- Anti-fraud and corruption activity, including frauds investigated and outcomes;
- Treasury Management activity; and
- The Accounts closedown timetable and progress reports.

#### **4.3 Specific Review / Reports**

There were several during the year including a review and approval of:

- the Statement of Accounts;
- the Annual Governance Statement; and
- the Annual Audit Plan.

The Committee also received assurances via:

- Annual Report from Internal Audit that includes the Annual Assurance Statement; and
- The work of External Audit (PwC).

#### **5. Key issues arising**

5.1 Appendix B includes details of the audit assurances and recommendations provided for each audit area within the plan.

5.2 The Committee have been updated on the plans for the Audit, Risk and Fraud teams to be restructured in 2016/17 as part of the oneSource service integration and joining of the third partner.

#### **6. Work to ensure effectiveness of Committee**

6.1 The Committee has received dedicated training and awareness sessions on, the Statement of Accounts, Treasury Management and the Role of the Audit Committee and actions from the 2014/5 review of effectiveness. Details of training and attendance are included at Appendix C.

#### **7. Priorities and work plan for the forthcoming year**

7.1 The Audit Committee is currently planned to meet on four occasions over the next municipal year. There are specific reports planned throughout the year, running through a mix of quarterly progress reports and annual reviews of

**Annual Report of the Audit Committee, 2015/2016**

- specific strategies and policies within the remit of the Committee, together with progress reports from the Council's external auditor.
- 7.2 Officers will continue to ensure all members on the Committee, and their nominated substitutes, are adequately trained.
  - 7.3 The Committee will continue to oversee the effectiveness of the audit team and wider fraud resources as they become part of oneSource and in accordance with Public Sector Audit Standards Audit and Accounts Regulations 2015.
  - 7.4 The Committee will focus on the Risk Management arrangements agreed in the revised Risk Management Policy and Strategy at the March 2015 Committee.
  - 7.5 Fraud prevention and detection will continue to be high on the Audit Committees agenda going forward.
  - 7.6 The Committee will continue to focus on ensuring Value for Money and challenging weak areas that have been highlighted by the work of Internal Audit.
  - 7.7 A draft forward plan and training plan are detailed in Appendix D.

**AUDIT COMMITTEE AGENDA ITEMS - FROM APRIL 2015 TO DATE**

**June 2015**

- Closure of Accounts Timetable 2014/15
- Fraud Progress Report
- Internal Audit Progress Report
- Payments to Contractors (Road and Pavement Defects) 2014/15
- Outstanding Audit Recommendations
- Annual Governance Statement
- Annual Audit report
- Training Plan for Audit Committee
- Forward Plan of the Audit Committee
- Audit Plan for 2015/16
- Anti-Fraud and Corruption Strategy
- Urgent Business

**September 2015**

- Approval of Annual Statement of Accounts 2014/15
- Report to those charged with Governance
- Response to Auditors' Report to those charged with Governance
- Head of Internal Audit Quarter 1 Progress Report
- Update Corporate Risk Register
- Anti-Fraud and Corruption Strategy
- Annual Governance Statement
- Urgent Business

**December 2015**

- Annual Audit Letter 2014/15
- Internal Audit Progress Report – Quarter 2
- Corporate Governance Update
- Risk Management Update
- Urgent Business
- Semi-Annual Treasury Report 2015/16

**March 2016**

- Closure of Accounts Timetable 2015/16
- Accounting Policies 2015/16
- 2014/15 Audit report of Grant Claims and Returns
- Internal Audit Draft Plan and Strategy
- Combined Internal Audit and Assurance Update Quarter 3
- Update Corporate Risk Register
- Review of Risk Management Policy
- Urgent Business
- Treasury Management Update Quarter 3



**AUDIT COMMITTEE SPECIFIC ASSURANCES**

The table below shows the reports submitted to Audit Committee during the municipal year and identifies the title of the audit and shows the audit opinion given. The audit opinion options are:

- **Full:** There is a sound system of control designed to achieve the system objectives and the controls are being consistently applied.
- **Substantial:** While there is a basically sound system, there are limitations that may put some of the system objectives at risk, and/or there is evidence that the level of non-compliance with some of the controls may put some of the system objectives at risk.
- **Limited:** Limitations in the systems of control are such as to put the system objectives at risk, and/or the level of non-compliance puts the system objectives at risk.
- **No Assurance:** Control is generally weak, leaving the system open to significant error or abuse, and/or significant non compliance with basic controls leaves the system open to error or abuse.

The table also shows the number of recommendations made and the category. Recommendations are categorised into three priority levels which indicate the level of risk the identified weakness poses on the control environment. The key below defines these priorities.

- **High:** Fundamental control requiring implementation as soon as possible.
- **Medium:** Important control that should be implemented.
- **Low:** Pertaining to best practice.

Report	Assurance	Recommendations			
		High	Med	Low	Total
<b>Systems Audit</b>					
Waste Contract Management	Substantial	1	1	1	3
Council Tax	Full	0	0	0	0
Housing Benefit	Full	0	0	0	0
Members Allowance Payments	Limited	1	0	0	1
Service Charges	Substantial	2	2	2	6
Manor Green Pupil Referral Unit	Nil	17	11	0	28
Payroll	Substantial	0	0	0	0
Pensions	Substantial	0	0	0	0
Budgetary Control	Substantial	0	0	0	0
Accounts Payable	Substantial	2	0	0	2
Accounts Receivable	Substantial	3	0	0	3
Responsive Maintenance	Substantial	1	6	0	7
ID Smart Cards	Substantial	N/A	N/A	N/A	N/A
Service Manager (Transactional Services)	Limited	2	4	1	7
Tenant Incentive Scheme	Limited	1	6	0	7
Off Site Storage	Limited	3	3	0	6
i-Procurement	Substantial	0	1	0	1

**Annual Report of the Audit Committee, 2015/2016**

Report	Assurance	Recommendations			
		High	Med	Low	Total
Service Manager - ICT	Substantial	0	2	0	2
Pupil Place Planning	Substantial	0	0	0	0
<b>Follow Up Audit</b>					
Housing Rents	Substantial	N/A	N/A	N/A	N/A
TMO's	Substantial	N/A	N/A	N/A	N/A
Gas Safety (Home Ownership)	Substantial	N/A	N/A	N/A	N/A
Manor Green PRU Follow Up	Nil	N/A	N/A	N/A	N/A
Long Term Sick	Substantial	N/A	N/A	N/A	N/A
Members Allowance Payments	Full	N/A	N/A	N/A	N/A
<b>Computer Audit</b>					
Malware	Substantial	N/A	N/A	N/A	N/A
Release of Software Follow Up	Substantial	N/A	N/A	N/A	N/A
3rd Party Connection	Limited	6	3	0	9
<b>Schools Audit</b>					
Ardleigh Green Infant School	Full	0	1	3	4
Ardleigh Green Junior School	Substantial	1	4	4	9
Corbets Tey School	Full	0	0	1	1
Crowlands Primary School	Substantial	0	2	2	4
Elm Park Primary School	Substantial	2	2	1	5
Hilldene Primary School	Substantial	0	5	1	6
Hylands Primary School	Substantial	2	7	1	10
La Salette RC Primary School	Substantial	0	3	2	5
Nelmes Primary School	Substantial	1	6	6	13
Parklands Infants School	Substantial	0	3	3	6
Rainham Village Primary	Full	0	2	6	8
Scargill Junior School	Substantial	1	4	3	8
Scotts Primary School	Substantial	1	0	4	5
St Josephs RC Primary School	Substantial	2	6	4	12
St Peters RC Primary School	Full	0	1	3	4
St Ursulas RC Infants School	Substantial	0	6	5	11
Suttons Primary School	Substantial	1	2	1	4
The James Oglethorpe Primary School	Substantial	2	2	5	9
The RJ Mitchell Primary School	Substantial	1	3	2	6
Whybridge Infant School	Substantial	0	5	2	7

**AUDIT COMMITTEE MEMBERS TRAINING / AWARENESS**

<b>Timescale</b>	<b>Session</b>	<b>Coverage</b>	<b>Attendance</b>
September	Finance	Statement of Accounts	Cllr Viddy Persuad Cllr Julie Wilkes Cllr Clarence Barrett Cllr Frederick Thompson Cllr Graham Williamson
December	Finance	Treasury Management	Cllr Viddy Persuad Cllr Julie Wilkes Cllr Clarence Barrett Cllr Frederick Thompson
March	Audit	Role of the Audit Committee	Cllr Viddy Persaud Cllr Julie Wilkes Cllr Clarence Barrett Cllr David Johnson Cllr Graham Williamson

**AUDIT COMMITTEE – FORWARD PLAN / TRAINING**

FORWARD PLAN	AGENDA ITEM	PLANNED TRAINING
June 2016	<ul style="list-style-type: none"> <li>• Internal Audit Annual report 2015/16</li> <li>• Annual Governance Statement 2015/16</li> <li>• Committee Forward Plan</li> <li>• Member Training Plan</li> <li>• Accounts Closure Update</li> <li>• Treasury Management Annual Report</li> </ul>	Review of Training Needs for Year & Horizon scanning
September 2016	<ul style="list-style-type: none"> <li>• Annual Statement of Accounts</li> <li>• Report to those charged with Governance</li> <li>• Response to Auditors Report to those charged with Governance</li> <li>• Assurance Progress Report</li> <li>• Treasury Management Update Q1</li> </ul>	Accounts
November 2016	<ul style="list-style-type: none"> <li>• Annual Audit Letter</li> <li>• Closure of Accounts Timetable</li> <li>• Assurance Progress Report</li> <li>• Governance Update</li> <li>• Annual Review of Fraud &amp; Corruption</li> <li>• Annual Review of Risk Management</li> <li>• Treasury Management Update Q2</li> </ul>	Fraud Risks
March 2017	<ul style="list-style-type: none"> <li>• 2015/2016 Audit Report of Grant Claims and Returns</li> <li>• External Audit Plan 2016/2017</li> <li>• Update of Corporate Risk Register</li> <li>• Internal Audit Draft Plan and Strategy.</li> <li>• Internal Audit Charter and Terms of Reference</li> <li>• Assurance Progress Report Q3</li> <li>• Annual Review of Audit Committee Effectiveness</li> <li>• Treasury Management Update Q3</li> <li>• Closure of Accounts Timetable 2016/17</li> <li>• Accounting policies 2016/17</li> </ul>	Procurement
May 2017	<ul style="list-style-type: none"> <li>• Assurance Progress Report Q4</li> <li>• Treasury Management Update Q4</li> <li>• Outstanding Audit Recommendations</li> <li>• Annual Report of Audit Committee</li> </ul>	Risk Management



**Havering**  
LONDON BOROUGH

**ANNUAL REPORT OF  
THE PENSIONS COMMITTEE**



# Havering

LONDON BOROUGH

**HAVERING PENSION FUND**

**BUSINESS PLAN/REPORT ON THE WORK  
OF THE  
PENSIONS COMMITTEE  
DURING  
2015/16**

## INTRODUCTION

The Havering Pension Fund (the Fund) provides benefits to Council employees (except teachers). The performance of the Fund impacts on the cost of Council services through the cost of employer contributions. It is therefore beneficial to issue a Business Plan/Annual report to all Council Members on the Havering Pension Fund and the work of the Pensions Committee.

The Business Plan looks forward over the next three years and will be reviewed and updated annually.

This report also covers the period 1<sup>st</sup> April 2015 to 31 March 2016 and outlines:

- The work of the Pensions Committee
- Key issues arising during the course of the year

The financial position of the Havering Pension Fund for 2015/16 is featured as part of the formal Annual Report of the Fund itself and not included here. The Annual Report is prepared later in the year when the pension fund accounts have been finalised.

## BACKGROUND TO THE PENSION FUND

The Council is an Administering Authority under the Local Government Pension Scheme Regulations and as such invests employee and employer contributions into a Fund in order to pay pension benefits to scheme members. The Fund is financed by contributions from employees, employers and from profit, interest and dividends from investments.

The Pension Fund has a total of 35 employers, of which the London Borough of Havering is the largest. The other employers in the fund are made of up of 27 Scheduled bodies (Academies and Further Education bodies) and 7 Admitted bodies (outsourced contracts).

The Council has delegated the responsibility for investment strategy and performance monitoring to the Pensions Committee.

The Fund's Actuary (Hymans Robertson) carried out a triennial valuation during 2013/14 based on data as at 31 March 2013. The main purpose of the valuation is to calculate the funding position within the Fund and set employer contribution rates for 2014 to 2017. The valuation prior to this date was undertaken at 31 March 2010 and a comparison of funding levels can be seen below:

### Summary

Valuation date	31 March 2010	31 March 2013	Estimated Inter - valuation 30 Sept 2014
Total Liabilities	£589m	£752m	£792m
Market Value of Assets	£361m	£461m	£529m
Surplus/(deficit)	(£228m)	(£291m)	(£263m)
Funding Level	<b>61.3%</b>	<b>61.2%</b>	<b>66.8%</b>

The table shows that whilst the 2013 funding level has not changed from 2010 the value of the deficit has increased. This is primarily driven by the change in the value of the liabilities which

has been calculated on a set of assumptions used by the Fund's Actuary. The asset returns were higher than expected but not enough to offset the growth in liabilities.

In addition to the Triennial valuation the Fund's Actuary carried out an inter-valuation update. This funding update is provided to illustrate the estimated development of the funding position from 31 March 2013 to 30 September 2014. As the above table shows, as at 30 September 2014, the funding level has increased to 66.8%. This is largely as a result of higher than expected investment returns and an additional cash contribution paid into the Fund by the Council in March 2014. The funding update does not allow for changes in individual members' data since the 2013 valuation, so the accuracy of this calculation is expected to decline over time as the period since the last valuation increases.

The next valuation will commence from 1 April 2016 based on data as at 31 March 2016. This will determine the employer contribution for the period April 17 to March 2020 and the funding level.

The Fund has seven fund managers (who have specific mandates) and performance is monitored against an agreed benchmark. The Fund has adopted a benchmark for the whole of the fund of Gilts + 1.8% (net of fees).

Havering Pension Fund uses the services of The WM Company to provide comparative statistics on the performance of this Fund.

The performance of the Fund is measured against a tactical and a strategic benchmark. The tactical benchmark is a combination of all the individual benchmarks set for each manager. The strategic benchmark for the overall fund is a liability benchmark of FTSE A Gilts over 15 years plus 2.9% (net of fees) p.a. The main factor in meeting the strategic benchmark is market performance.

In 2015/16, the overall return on the Fund's investments was **-1.2%** (2014/15 13.2%). This represented an under performance of **-2.8%** against the tactical benchmark (2014/15 outperformance of 1.7%) and an under performance of **-7.7%** against the strategic benchmark (2014/15 under performance of -12.9%).

The long term strategy of the fund was to reduce exposure to equities and invest in Multi Asset strategies. The following table reflects the asset allocation split and targets against their individual fund manager benchmarks:

Asset Class	Target allocation	Investment Manager/ product	Segregated /pooled	Active/ Passive	Benchmark and Target
UK/Global Equity	12.5%	Baillie Gifford (Global Alpha Fund)	Pooled	Active	MSCI All Countries Index plus 2.5%
	6.25%	State Street Global Asset	Pooled	Passive	FTSE All World Equity Index
	6.25%	State Street Global Asset	Pooled	Passive	FTSE RAFI All World 3000 Index
Multi Asset Strategy	15%	Baillie Gifford (Diversified Growth Fund)	Pooled	Active	UK Base Rate plus 3.5%
	20%	GMO Global Real return	Pooled	Active	OECD CPI g7 plus 3 - 5%



Asset Class	Target allocation	Investment Manager/ product	Segregated /pooled	Active/ Passive	Benchmark and Target
		(UCITS)			
Absolute Return	15%	Ruffer	Segregated	Active	LIBOR+
Property	5%	UBS	Pooled	Active	IPD All balanced (property) Fund's median +
Gilt/Investment Bonds	17%	Royal London	Segregated	Active	<ul style="list-style-type: none"> <li>• 50% iBoxx £ non- Gilt over 10 years</li> <li>• 16.7% FTSE Actuaries UK gilt over 15 years</li> <li>• 33.3% FTSE Actuaries Index-linked over 5 years.</li> </ul> Plus 1.25%*
Infrastructure	3%	State Street Global Assets –Sterling liquidity Fund Cash is invested pending identification of a local infrastructure project.			

\*0.75% prior to 1 November 2015

UBS, SSgA, GMO and Baillie Gifford manage the assets on a pooled basis. Royal London and Ruffer manage the assets on a segregated basis. Performance is monitored by reference to the benchmark and out performance target.

Fund Managers are invited to present at the Pensions Committee Meeting every six months. On alternate dates, they meet with officers for a formal monitoring meeting. The exception to this procedure are the pooled Managers (SSgA, UBS, Baillie Gifford and GMO) and Ruffer who will attend two meetings per year, one with Officers and one with the Pensions Committee. However, if there are any specific matters of concern to the Committee relating to the Managers performance, arrangements will be made for additional presentations.

During 2015/16 The Havering Pension Fund joined the London CIV and the assets under management with Baillie Gifford for the Diversified Growth Fund was transferred to the London CIV on the 15 February 2016. Further mandates are expected to be transferred during 2016/17 in order to meet the Department of Communities and Local Government Investment reforms and mandatory pooling of assets.

## FUND GOVERNANCE STRUCTURE

Day to day management of the Fund is delegated to the Chief Executive. Investment strategy and performance monitoring of the Fund is a matter for the Pensions Committee which obtains and considers advice from the authority's officers, and as necessary from the Fund's appointed professional adviser, actuary and performance measurers who attend meetings as and when required.

The terms of reference for the committee are:

- To consider and agree the investment strategy and statement of investment principles (SIP) for the pension fund and subsequently monitor and review performance
- Authorise staff to invite tenders and to award contracts to actuaries, advisers and fund managers and in respect of other related investment matters
- To appoint and review the performance of advisers and investment managers for pension fund investments
- To take decisions on those matters not to be the responsibility of the Cabinet under the Local Authorities (Functions and Responsibilities)(England) Regulations 2000 relating to those matters concerning pensions made under Regulations set out in Sections 7, 12 or 24 of the Superannuation Act 1972

The membership of the Pensions Committee reflects the political balance of the Council and therefore the members of the Pensions Committee are as follows:

Cllr John Crowder (Chair) – Conservative Group  
 Cllr David Johnson (Vice Chair) – UKIP  
 Cllr Melvin Wallace - Conservative Group  
 Cllr Roger Westwood – Conservative Group  
 Cllr Ray Morgon – Residents' Group  
 Cllr Stephanie Nunn – Residents' Group  
 Cllr Clarence Barrett – East Havering Residents' Group  
 Union Members (Non-voting) - John Giles (Unison), Andy Hampshire (GMB)  
 Admitted/Scheduled Body Representative (voting) – Heather Foster-Byron – Employer Representative

Fund Administrator	London Borough of Havering
Actuary	Hymans Robertson
Auditors	PricewaterhouseCoopers LLP (PWC)
Performance Measurement	WM Company
Custodians	State Street Global Services
Investment Managers	Royal London Asset Management (Investment Bonds) UBS (Property) State Street Global Assets (UK/Global Equities – passive)

Ruffer LLP (Multi Asset)  
Baillie Gifford (Global Equities)  
Baillie Gifford (Multi Asset diversified Growth Fund)  
Barings (Multi Asset Dynamic Asset Allocation Fund) until August 2014.  
GMO Global Real Return (UCITS) Fund (GRRUF) from January 2015)  
London CIV (Baillie Gifford Diversified Growth fund)

Investment Advisers

Hymans Robertson

Legal Advisers

London Borough of Havering Legal Services provide legal advice as necessary (specialist advice is procured as necessary)

## PENSION COMMITTEE MEETINGS 2015/16

The Committee met a number of times during 2015/16 and **Annex A** sets out the coverage of matters considered, but the key issues that arose in the period are shown below:

### **Key issues arising in the period**

- **Agreed 2014/15 Pension Fund Accounts**

- **Annual Report**

The Pension Fund Annual Report 31 March 2015 was produced and agreed in line with the LGPS (Administration) regulations.

- **Governance Compliance Statement**

In line with the 2008 Local Government Pension Scheme (LGPS) the Committee undertook an annual review of the Pension Fund's Governance Compliance Statement.

- **Statement of Investment Principles**

Agreed the revised version in light of some changes made to the Bond and Passive Mandates.

- **Communications Strategy**

Agreed the Communications Strategy for 2016 to 2018

- **Pension Fund Cash Management Policy**

Agreed revisions to the Policy

- **Pension Fund Risk Register**

Agreed the adoption of Risk Register

- **Whistleblowing Requirements of the Pensions Act**

An annual review was undertaken and no issues were reported.

- **Business Plan**

The Pension Fund Business Plan for 2015/16 was agreed incorporating the work of the pension committee members.

- **Admitted Bodies**

Admitted Caterlink and Accent Catering to the Fund

- **Reviewed Fund Managers quarterly performance**

- **Reviewed performance of the Pension Fund's Custodians, Investment Advisor and Actuary.**

- **Collective Investment Vehicle (CIV)**

The Committee received updates on the progress of transitioning assets to the London CIV.

**PENSION COMMITTEE MEETINGS 2016/17 AND ONWARDS**

In addition to the annual cyclical work programme as shown in **Annex B** there are a number of issues that are likely to be considered by the Pensions Committee in the coming year and beyond:

- Outcome of the Triennial Valuation 2016
- Funding Strategy Statement
- 
- Guidance manual for officers on requirements & actions necessary to admit new employers into the fund
- Continued training and development
- London CIV Pooling updates
- DCLG Pooling outcomes
- DCLG Investment Regulation changes, including the publication of an Investment Strategy Statement (replaces Statement of Investment Principles)
- Topical issues discussed as appropriate

## INTERNAL & EXTERNAL RESOURCES

The Pensions Committee is supported by the Administrating Authorities' Finance and Administration services (oneSource) and the associated costs are therefore reimbursed to the Administrating Authority by the Fund. The costs for these services form part of the Administrative and Investment Management expenses as reported in the Pension Fund Statement of Accounts. Estimates for the medium term on Administration and Investment Management expenses follow in this report.

The Pensions Administration service consists of an establishment of 9.1 full time equivalent posts.

The Finance service that supports the pension fund consists of an establishment of 2 full time equivalent posts.

## FINANCIAL ESTIMATES

In June 2014 The Chartered Institute of Public Finance & Accountancy (CIPFA) produced guidance on how to account for Management costs in order that improvements in cost comparisons can be made across all funds. Management costs are now split between three cost categories as follows:

### Administrative Expenses

Includes all staff costs associated with Pensions Administration, including Payroll.

	2014/15 Actual	2015/16 Estimate £000's	2015/16 Actual £000's	2016/17 Estimate £000's	2017/18 Estimate £000's	2018/19 Estimate £000's
Administration & Processing	411	356	429	430	430	430
Other Fees	7	6	6	6	6	6
Other Costs	32	32	77	80	80	80
<b>TOTAL</b>	<b>450</b>	<b>394</b>	<b>512</b>	<b>516</b>	<b>516</b>	<b>516</b>

### Investment Management expenses

These costs will include any expenses incurred in relation to the management of fund assets. The 2014/15 figure has been restated to reflect adoption of CIPFA's Guidance on Management costs.

	2014/15 Actual (restated)	2015/16 Estimate £000's	2015/16 Actual	2016/17 Estimate £000's	2017/18 Estimate £000's	2018/19 Estimate £000's
Fund Manager Fees	2571	900	2743	2700	2700	2700
Custodian Fees	34	35	40	40	40	40
Performance Measurement services	13	13	13	13	13	13
<b>TOTAL</b>	<b>2618</b>	<b>948</b>	<b>2796</b>	<b>2753</b>	<b>2753</b>	<b>2753</b>

### Governance and Oversight

These costs include all costs that fall outside of the other two categories and include legal, advisory, actuarial and training costs. Staff costs associated with the financial reporting and support services to the Committee is included here.

	2014/15 Actual	2015/16 Estimate £000's	2015/16 Actual	2016/17 Estimate £000's	2017/18 Estimate £000's	2018/19 Estimate £000's
Financial Services	142	142	142	142	142	142
Actuarial Fees	28	20	35	50	30	30
Audit Fees	20	21	21	21	21	21
Member training	2	10	0	10	10	10
Advisor Fees	61	50	50	50	50	50
CIV/SAB Levy	-	-	76	30	30	30
Local Pension Board	13	25	11	15	15	15
Pensions Committee	-	-	20	20	20	20
<b>TOTAL</b>	<b>266</b>	<b>268</b>	<b>355</b>	<b>338</b>	<b>318</b>	<b>318</b>
<b>OVERALL TOTAL</b>	<b>3334</b>	<b>1610</b>	<b>3663</b>	<b>3607</b>	<b>3587</b>	<b>3587</b>

Please note the following regarding the above figures

- Takes no account of any inflationary increases
- Management and custody fees are charged according to the fund value; therefore an average figure has been applied for 2016/17 onwards.
- Based on 2015/16 fund and staffing structures.
- Local Pension Board budget has been reduced to show the training costs separately as this will be shared with the Pensions Committee.
- Fund Management fees takes no account of fee savings that are expected from joining the London CIV.

## **TRAINING AND DEVELOPMENT STRATEGY**

Changes to the Local Government Pension Scheme (LGPS) Regulations required Administering Authorities to establish a Local Pension Board (LPB) by no later than 1 April 2015.

The Pensions Regulator Code of Practice which came into force on 1 April 2015 includes a requirement for members of the Pension Committee/LPB to demonstrate that they have an appropriate degree of knowledge and understanding to enable them to properly exercise their functions as a member of the Committee/LPB.

LGPS (Amendment) (Governance) Regulations 2015 states that Administering Authority must have regard to guidance issued by the Secretary of State. Guidance was issued by the Shadow Scheme Advisory Board in January 2015 and states that the Administering Authority should make appropriate training available to assist LPB members in undertaking their role. It was always the plan to adopt a training strategy that will incorporate Pension Committee member training with LPB members to keep officer time and training costs to a minimum.

A joint training strategy has been developed and was agreed by the Pensions Committee on the 24 November 2015 and presented to the Local Pension Board at its meeting on the 6 January 2016. The Training Strategy can be found in **Annex C**.

The Pension Committee of the London Borough of Havering Pension Fund fully supports the intentions behind CIPFA's Knowledge and Skills Code of Practice and has agreed to formally adopt its principles. The Training Strategy formally sets out the arrangements the London Borough of Havering Pension Fund will take in order to comply with the principles of the CIPFA Code of Practice.

Pension Committee and Board members are expected to achieve a minimum level of training credits and the CIPFA's Knowledge and Skills self-assessment training questionnaire will be used to record credits attained and identify gaps in the knowledge and skills of the members.

Long membership of the committee is encouraged in order to ensure that expertise is developed and maintained within. The Council recommend that the membership of the Pension Committee remain static for the life of the term in Council, unless exceptional circumstances require a change.

## **PROVISION OF TRAINING**

A training budget has been agreed for the provision of training for £10,000 but this will be re-evaluated as appropriate. Training costs will be met from the Pension Fund.

The majority of training and development is cyclical in nature, spanning the four year membership of the committee. Associated training and development will be given when required which will be linked to the Pension Fund meeting cyclical coverage for 2016/17 as shown in **Annex B**.

In addition to the cyclical training and development that the Committee will have over the lifetime of their membership, training will be provided in the areas where it has been specifically requested or has been identified as required. Special pension committee meetings will be arranged from time to time to discuss matters that fall outside of the cyclical meetings.



The Fund uses the three day training courses offered by the Local Government Employers which is specially targeted at elected members with Pension Fund responsibilities. All new members are encouraged and given the opportunity to attend.

Members receive briefings and advice from the Fund's Investment adviser at each committee meeting.

Members and Officers also attend seminars arranged by Fund Managers or other third parties who specialise in public sector pensions.

The Fund is a member of the CIPFA Pensions network which gives access to an extensive programme of events, training/workshops, weekly newsletters and documentation, including briefing notes on the latest topical issues.

The Pension Fund Accountant also attends quarterly forum meetings with peers from other London Boroughs; this gives access to extensive opportunities of knowledge sharing and benchmarking data.

Training and development took place during 2015/16 to ensure that Members of the Committee were fully briefed in the decisions they were taking.

Training logs are maintained and attendance and coverage can be found in **Annex D**.

The Pensions Regulator has launched an e-learning programme and this has been made available for members to use.

Training will be targeted as appropriate.

## PENSIONS COMMITTEE MEETINGS HELD DURING 2015/16

ANNEX A

MONTH	TOPIC	ATTENDED BY
<b>23 June 2015</b>	<ul style="list-style-type: none"> <li>• Pension Fund Performance Monitoring for the quarter ending 31 March 2015, received presentations from Multi Asset managers GMO (Global Real Return) and Baillie Gifford (Diversified Growth Fund) and from Baillie Gifford (Global Equity).</li> <li>• Noted the introduction of a Pension fund Risk Register.</li> <li>• Noted the Business Plan/Annual report on the work of the Pensions Committee during 2014/15.</li> <li>• Agreed to the admittance of Caterlink Ltd to the Havering Pension Fund</li> <li>• Considered changes to the investment strategy - agreed to reduce holdings with the Global Alpha fund to increase holdings in passive equities and the adoption of a fundamental tracking index and agreed to change the outperformance target for the bond mandate.</li> </ul>	Cllr John Crowder (chair) Cllr David Johnson(vice chair) Cllr Roger Westwood Cllr Melvin Wallace Cllr Clarence Barrett Cllr Ray Morgon
<b>22 September 2015</b>	<ul style="list-style-type: none"> <li>• Pension Fund Performance Monitoring for the quarter ending 30 June 2015, received presentations from Royal London (Bonds Manager) and Ruffer (Multi Asset Manager).</li> <li>• Noted Pension Fund Accounts for the year ending 31 March 2015.</li> <li>• Agreed the Pension Fund Annual Report for the year ending 31 March 2015.</li> <li>• Agreed to adopt the changes made to the Bond Manager Investment Guidelines in light of their previous decision to change the target.</li> </ul>	Cllr John Crowder (chair) Cllr David Johnson(vice chair) Cllr Melvin Wallace Cllr Roger Westwood Cllr Clarence Barrett Cllr Ray Morgon Cllr Stephanie Nunn John Giles (UNISON) Heather Foster-Byron (employer representative)
<b>24 November 2015</b>	<ul style="list-style-type: none"> <li>• Agreed the Communications Strategy for the three year period 2016 to September 2018.</li> <li>• Noted the views of officers on the performance of the Fund's Actuary for the period April 2014 to September 2015.</li> <li>• Noted the views of officers on the performance of the Fund's Custodian for the period October 2014 to September 2015.</li> <li>• Noted the views of officers on the performance of the Fund's Investment Advisor for the period October 2014 to September 2015.</li> <li>• Considered and agreed the changes to the Statement of Investment Principles</li> <li>• Noted the results of the Whistle Blowing Annual review and that no breaches</li> </ul>	Cllr John Crowder (chair) Cllr David Johnson(vice chair) Cllr Melvin Wallace Cllr Roger Westwood Cllr Clarence Barrett Cllr Ray Morgon Cllr Stephanie Nunn John Giles (UNISON) Heather Foster-Byron (employer representative)

## PENSIONS COMMITTEE MEETINGS HELD DURING 2015/16

ANNEX A

MONTH	TOPIC	ATTENDED BY
	<p>had been reported</p> <ul style="list-style-type: none"> <li>Considered and agreed changes as necessary to the Governance Compliance Statement.</li> <li>Considered and agreed the Havering Pension Fund Training Strategy</li> <li>Verbal update on DCLG Asset pooling</li> </ul>	
<b>15 December 2015</b>	<ul style="list-style-type: none"> <li>Pension Fund Performance Monitoring for the quarter ending 30 September 2015, received presentations from Baillie Gifford (Global Alpha Fund), (Diversified Growth Fund) and State street Global Assets (UK/Global Passive Manager).</li> <li>Considered and agreed the revisions to Pension Fund Cash Management Policy</li> <li>Considered a verbal request from officers regarding a request from UBS (Property manager) to purchase additional units. Hymans was asked to produce a briefing note and circulate to members before approval was given for the further investment to proceed.</li> <li>Verbal update on DCLG asset pooling</li> </ul>	Cllr John Crowder (chair) Cllr David Johnson(vice chair) Cllr Melvin Wallace Cllr Roger Westwood Cllr Clarence Barrett Cllr Ray Morgon Cllr Stephanie Nunn
<b>15 March 2016</b>	<ul style="list-style-type: none"> <li>Pension Fund Performance Monitoring for the quarter ending 31 December 2015, received presentation from Royal London (Bonds Manager), UBS (Property Manager).</li> <li>Agreed to the admittance of Accent Catering to the Havering Pension Fund</li> </ul>	Cllr David Johnson (chair) Cllr Wendy Brice- Thompson (sub for Cllr Crowder) Cllr Melvin Wallace Cllr Roger Westwood Cllr John Mylod (sub for Cllr Nunn) Cllr Ray Morgon Cllr Clarence Barrett John Giles (UNISON) Andy Hampshire (GMB)

- Please note that three members constitute a quorum.
- Target dates for issuing agendas were met.

INDICATIVE PENSIONS COMMITTEE CYCLICAL MEETINGS AND COVERAGE 2015/16					
					ANNEX B
	14 JUNE 2016	20 SEPTEMBER 2016	22 NOVEMBER 2016	13 DECEMBER 2016	14 MARCH 2017
<b>Formal Committees with Members</b>	<ul style="list-style-type: none"> <li>▪ Overall Monitoring Report on Pension Fund to end of March:               <ul style="list-style-type: none"> <li>a) GMO (Multi Asset)</li> </ul> </li> <li>▪ Business plan/ Annual report on the work of the committee</li> <li>▪ Pension Fund Audit Plan 2015/16</li> </ul>	<ul style="list-style-type: none"> <li>▪ Overall Monitoring Report on Pension Fund to end of June:               <ul style="list-style-type: none"> <li>▪ Royal London (Bonds)</li> <li>▪ Ruffer (Multi Asset Absolute Return)</li> </ul> </li> <li>▪ Pension Fund Accounts 15/16</li> <li>▪ Pension Fund Annual Report</li> </ul>	<ul style="list-style-type: none"> <li>▪ Annual review of Custodian</li> <li>▪ Annual review of Adviser</li> <li>▪ Annual review of Actuary</li> <li>▪ Review of Governance Policy</li> <li>▪ Whistleblowing Annual Assessment</li> <li>▪ Risk Register Review</li> <li>▪ Funding Strategy Statement</li> </ul>	<ul style="list-style-type: none"> <li>▪ Overall Monitoring Report on Pension Fund to end of September:               <ul style="list-style-type: none"> <li>a) SSGA (Passive Global Equity)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Overall Monitoring Report on Pension Fund to end of December:               <ul style="list-style-type: none"> <li>a) Royal London (Bonds)</li> <li>b) UBS (Property)</li> </ul> </li> </ul>
<b>Officer Meeting</b>	Meeting: 11 May 16 <ul style="list-style-type: none"> <li>▪ Royal London (Bonds)</li> <li>▪ SSGA (Passive Equity Manager)</li> </ul>	Meeting: 17 Aug 16 <ul style="list-style-type: none"> <li>▪ UBS (Property)</li> <li>▪ WM presentation Meeting</li> <li>▪ Advisor Review</li> <li>▪ Custodian Review</li> </ul>	No officer meeting	Meeting: 3 Nov 16 <ul style="list-style-type: none"> <li>▪ GMO (Multi Asset Manager)</li> <li>▪ Royal London (Bonds)</li> </ul>	Meeting: 01 Feb 17 <ul style="list-style-type: none"> <li>▪ Ruffer (Multi Asset Absolute Return)</li> </ul>
<b>Training</b>	Associated Training	Associated Training	Associated Training	Associated Training	Associated Training

# Contents

## LGPS Knowledge & Skills Training Strategy

- 1 Introduction
- 2 Meeting the business plan
- 3 Delivery of Training
- 4 On-going development
- 5 CIPFA Requirements
- 6 Guidance from the Scheme Advisory Board
- 7 Training records and certification
- 8 Risk
- 9 Budget

## Introduction

This is the Training Strategy for the London Borough of Havering Pension Fund.

It sets out the strategy agreed by the Pension Committee and the Local Pension Board concerning the training and development of the members of the

- Pension Committee (the “Committee Members”);
- members of the local pension board (the “Board members”) and
- officers of the London Borough of Havering Pension Fund responsible for the management of the Fund (the “Officers”).

The Training Strategy is established to aid the Committee Members in performing and developing personally in their individual roles and to equip them with the necessary skills and knowledge to challenge and act effectively within the decision making responsibility put upon them. A code of practice and a framework of knowledge and skills has been developed by CIPFA which LGPS Funds are expected to sign up to.

The Public Service Pensions Act 2013 also requires London Borough of Havering Council to set up a Local Pension Board. The Act requires the Pensions Regulator to issue a code of practice relating to the requirements of the knowledge and understanding of Board members. Guidance on the knowledge and understanding of Local Pension Boards in the LGPS has also been issued by the Shadow Scheme Advisory Board in January 2015. Although this has not been designated as statutory guidance it should be held as good guidance and should be acknowledged.

The objective of the CIPFA knowledge and skills framework is to determine and set out the knowledge and skills sufficient to enable the effective analysis and challenge of decisions made by officers and advisers to the Pension Committee whilst the guidance for local pension boards issued by the Shadow Scheme Advisory Board is to assist the individual Board members in undertaking their role to assist the Scheme Manager (the London Borough of Havering Pension Fund) in the effective governance and administration of the local government pension scheme.

The training desired to achieve the additional knowledge and skills will be contained in the appropriate training plan(s)

### Strategy Objectives

The Fund objectives relating to knowledge and skills are to:

- Ensure the pension fund is managed and its services delivered by people who have the appropriate knowledge and expertise;
- Ensure the pension fund is effectively governed and administered;
- Act with integrity and be accountable to our stakeholders for our decisions, ensuring they are robust and are well based and regulatory requirements or guidance of the Pensions Regulator, the Scheme Advisory Board and the Secretary of State for Communities and Local Government are met.

To achieve these objectives –

**The Committee Members** require an understanding of:

- Their responsibilities as an administering authority of a local government pension fund;
- The fundamental requirements relating to pension fund investments;

- The operation and administration of the pension fund;
- Controlling and monitoring the funding level; and
- Taking effective decisions on the management of the London Borough of Havering Pension Fund.

**Board members** are conversant with–

- The Regulations and any other regulations governing the LGPS
- Any document recording policy about the administration of the Fund
- and have knowledge and understanding of:
  - The law relating to pensions; and
  - Such other matters as may be prescribed

To assist in achieving these objectives, the Fund will aim for full compliance with the CIPFA Knowledge and Skills Framework and Code of Practice to meet the skill set within that Framework. Attention will also be given to the guidance issued by the Shadow Scheme Advisory Board, the Pensions Regulator and guidance issued by the Secretary of State. So far as is possible, targeted training will also be provided that is timely and directly relevant to the Committee's and Board's activities as set out in the Fund's 3-year business plan. For example, funding training will be given immediately preceding the Committee or Board meeting that discusses the Funding Strategy Statement.

Board members will receive induction training to cover the role of a local pension board and understand the duties and obligations of a LGPS administering authority, including funding and investment matters.

All those with decision making responsibility in relation to LGPS pension matters and Board members will:

- have their knowledge measured and assessed;
- receive appropriate training to fill any knowledge gaps identified; and
- seek to maintain their knowledge.

### **Application of the training strategy**

This Training Strategy will apply to all Committee Members and representatives with a role on the Pension Committee and to all the Board members. Other officers involved in the management and administration of the Fund will have their own sectional and personal training plans and career development objectives.

### **Purpose of training**

The purpose of training is to:

- Equip people with the necessary skills and knowledge to be competent in their role;
- Support effective and robust decision making;
- Provide individuals with integrity;
- Meet the required needs in relation to the Fund's objectives.

### **Summary**

This training strategy:

- Assists in meeting the Fund's objectives;
- Meets the business plan;

- Will assist in achieving delivery of effective governance and management;
- Will equip those responsible with appropriate knowledge and skills;
- Promote ongoing development of the decision makers;
- Lead to demonstrating compliance with the CIPFA Knowledge and Skills Framework;
- Lead to demonstrating with statutory requirements and associated guidance

## Meeting the business plan

### Timely and relevant

There will be times in the year when different circumstances will require specific training. For example, funding training can be provided just prior to the Committee meeting that discusses the Funding Strategy Statement.

It is vital that training is relevant to any skills gap or business need and training should be delivered in a manner that fits with the business plan.

The training plan will therefore be regularly reviewed to ensure that training will be delivered where necessary to meet immediate needs to fill knowledge gaps.

## Delivery of Training

### Training resources

Consideration will be given to various training resources available in delivering training to the Committee Members, Board members or officers in order to achieve efficiencies. These may include but are not restricted to:

For Pension Committee and Local Pension Board Members	For Officers
<ul style="list-style-type: none"> <li>• In-house*</li> <li>• Self-improvement and familiarisation with regulations and documents</li> <li>• The Pension Regulator's e-learning programme</li> <li>• Attending courses, seminars and external events</li> <li>• Internally developed training days and pre/post Committee/Board sessions*</li> <li>• Shared training with other Funds or Frameworks*</li> <li>• Regular updates from officers and/or advisers*</li> <li>• Circulated reading material</li> </ul>	<ul style="list-style-type: none"> <li>• Desktop / work based training</li> <li>• Attending courses, seminars and external events</li> <li>• Training for qualifications from recognised professional bodies (e.g. CIPFA, CIPP, PMI)</li> <li>• Internally developed sessions</li> <li>• Shared training with other Funds or Frameworks</li> <li>• Circulated reading material</li> </ul>

\*These may be shared training events for Pension Committee and Local Pension Board members



### Training Plans

To be effective, training must be recognised as a continual process and will be centred on 3 key points

- The individual
- The general pensions environment
- Coping with change and hot topics

Training Plans will be developed at least on an annual basis, as per the Business Plan. These will be updated as required taking account of the identification of any knowledge gaps, changes in legislation, Fund events (e.g the triennial valuation) and receipt of updated guidance.

Induction Training will be provided for all new officers with pensions responsibilities, members of the Pension Committee and Local Pension Board. This will involve covering the requirements of the Training Strategy alongside guidance and information on the requirements of their roles..

### External Events

As information on events becomes available, members will be advised by email.

After attendance at an external event, Committee Members and Board members will be expected to provide verbal feedback at the following Pension Committee/Board meeting covering the following points:

- Their view on the value of the event and the merit, if any, of attendance;
- A summary of the key learning points gained from attending the event; and
- Recommendations of any subject matters at the event in relation to which training would be beneficial to other Pension Board members.

Officers attending external events will be expected to report to their direct line manager with feedback covering the following points:

- Their view on value of the event and the merit, if any, of attendance;
- A summary of the key learning points gained from attending the event; and
- Recommendations of any subject matters at the event in relation to which training would be beneficial to other officers.

## On-going development

### Maintaining knowledge

In addition to undertaking on-going assessment in order to measure knowledge and skills against the CIPFA requirements and identify knowledge gaps, Officers, Committee Members and Board members are expected to maintain their knowledge of on-going developments and issues through attendance at external events and seminars.

Appropriate attendance at events for representatives of the Pension Committee and Board will be agreed by the appropriate chairman.

If an event occurs and appropriate, members will be advised by email.

The Committee/Board will approve an appropriate level of credits for attendance at an event in relation to the type of event, its content and relevance to knowledge maintenance.

In any event, attendance at events/seminars (which may include some internal training sessions) that are not direct training courses focussed on the CIPFA Knowledge Skills Framework or issued guidance but enhance and improve related on-going and emerging pension knowledge will count as one credit for each session of up to a half day.

Where the Committee/Board members have work related experience or previous knowledge through former membership of a Committee or Board will be able to count this as credits in their own assessment and score accordingly.

There is a practical recognition that it will take a newly appointed member a reasonable period to attain the required full level of knowledge and understanding and hence the training and continued development will span the duration of the role.

Owing to the changing world of pensions, it will also be necessary to have ad hoc training on emerging issues or on a specific subject on which a decision is to be made by the Pension Committee in the near future or is subject to review by the Local Pension Board. These will also count as credits in maintaining knowledge.

As a measure of training given or knowledge level officers, Committee Members and Board members are expected to have a minimum level of training credits. These are as follows -

Relevant Group	Knowledge Skills - level of attainment	The expected minimum level of credits over the 4 year term of office
Officers	Own sectional and personal development objectives	Own sectional and personal development objectives
Pension Committee and Local Pension Board Members	32 credits	8 credits

These will be measured and monitored annually by Pension Fund Accountant and reported in the Pension Fund Annual Report. Please see the appendix Knowledge and Skills – self assessment of training needs for basis of scoring.

## CIPFA Requirements

### CIPFA Knowledge & Skills Framework

In January 2010 CIPFA launched technical guidance for Elected Representatives on Pension Committees and non-executives in the public sector within a knowledge and skills framework. The Framework covers six areas of knowledge identified as the core requirements:

- Pensions legislative and governance context;
- Pension accounting and auditing standards;
- Financial services procurement and relationship development;
- Investment performance and risk management;
- Financial markets and products knowledge; and
- Actuarial methods, standards and practice.

The Knowledge and Skills Framework sets the skill set for those responsible for pension scheme financial management and decision making under each of the above areas in relation to understanding and awareness of regulations, workings and risk in managing LGPS Funds.

### **CIPFA's Code of Practice on Public Sector Pensions Finance, Knowledge and Skills (the "Code of Practice")**

First published in October 2011 and redrafted in July 2013, CIPFA's Code of Practice embeds the requirements for the adequacy, acquisition, retention and maintenance of appropriate knowledge and skills required. It recommends (amongst other things) that LGPS administering authorities:

- formally adopt the CIPFA Knowledge and Skills Framework in its knowledge and skills statement;
- ensure the appropriate policies and procedures are put in place to meet the requirements of the Framework (or an alternative training programme);
- publicly report how these arrangements have been put into practice each year.

The Pension Committee of the London Borough of Havering Pension Fund fully supports the intentions behind CIPFA's Code of Practice and has agreed to formally adopt its principles. This Training Strategy formally sets out the arrangements the London Borough of Havering Pension Fund will take in order to comply with the principles of the CIPFA Knowledge and Skills Code of Practice.

## **Guidance from the Scheme Advisory Board**

### **General Principles**

The Shadow Scheme Advisory Board has taken note of the regulatory requirements and the principles of the Pension Regulator's code of practice and published in January 2015 guidance in a local government context for administering authorities to support them in establishing their local pension board and this includes a section to enable it to help Board members to meet their knowledge and understanding obligations.

Knowledge and understanding must be considered in the light of the role of a Local Pension Board and the London Borough of Havering will make appropriate training available to assist and support Board members in undertaking their role.

### **Pension Committee Members**

Although the CIPFA knowledge and skills framework complements the code of practice that should be adopted by administering authorities there is no legal requirement for knowledge and understanding for members of a Pension Committee. However it will be seen as good practice and governance if members of a Pension Committee use the knowledge and skills requirements set at a similar benchmark as the Local Pension Board.

### **Degree of Knowledge and Understanding**

The role of the Local Pension Board is to assist the administering authority. To fulfil this role, Board members should have sufficient knowledge and understanding to challenge failure to comply with regulations, any other legislation or professional advice relating to the governance and administration of the LGPS and/or statutory guidance or codes of practice.

Board members should understand the regulatory structure of the LGPS and the documentary recording of policies around the administration of the London Borough of Havering Fund in enough detail to know where they are relevant and where it will apply.

### **Acquiring, Reviewing and Updating Knowledge and Understanding**

Board members should commit sufficient time in their learning and development and be aware their responsibilities immediately they take up their position. London Borough of Havering will therefore provide induction training for all new Board members which will also be available to new Committee Members.

### **Flexibility**

It is recognised that a rigid training plan can frustrate knowledge attainment when it is required for a particular purpose or there is a change in pension's law or new responsibilities are required of Board members. Learning programmes will therefore be flexible to deliver the appropriate level of detail required.

## **Training records and certification**

### **Progress and achievement**

Personalised training plans will be used to document and address any knowledge gaps and update areas of learning where required and assist in the acquisition of new areas of knowledge in the event of change.

Progress and achievement will be certificated at least on an annual basis individually to all Committee Members, Board members and officers. These will detail:

- The current assessment of an individual's acquired knowledge;
- Their progress against achieving the credits from other internal/external training or events; and
- All training courses and events attended by them to date.

## **Risk**

### **Risk Management**

The compliance and delivery of this training strategy is at risk in the event of –

- Frequent changes in membership of the Pension Committee or Pension Board
- Poor individual commitment
- Resources not being available
- Poor standards of training
- Inappropriate training plans

These risks will be monitored by officers within the scope of this training strategy and be reported where appropriate.

## **Budget**

### **Cost**

A training budget will be agreed and costs will be met from the Pension Fund.

## PENSIONS COMMITTEE MEMBER TRAINING 2015/16

## ANNEX D

<b>DATE</b>	<b>TOPIC COVERED</b>	<b>LOCATION</b>	<b>KSF</b>	<b>COST</b>	<b>ATTENDED BY</b>
<b>15 April 2015</b>	DG publishing – “Question Time”: The future of Local authority Pension Funds	London	KSF 1	Free	Cllr Stephanie Nunn
<b>21 April 2015</b>	GMO Investor Conference	Hilton London Tower Bridge, 5 more London Place	KSF 5	Free	Cllr John Crowder (Chair) Cllr Stephanie Nunn
<b>24 April 2015</b>	Local Government Association – Shadow Scheme Advisory Board event – Update on what the SSAB has been doing since Summer 2013 and priorities for the future	Local Government House, Smith Square, London	KSF 1	Free	Cllr Stephanie Nunn
<b>23 June 2015</b>	Hymans - Investment Strategy Principles and Fundamental Indexation vs. Market Cap	Town Hall - prior to Pensions Committee meeting	KSF 5	Included in investment adviser fees	Cllr John Crowder (Chair) Cllr David Johnson (vice chair) Cllr Melvin Wallace Cllr Roger Westwood Cllr Ray Morgon Cllr Clarence Barrett Cllr Philip Hyde (Observer)
<b>12 Aug 2015</b>	Officers - Local Pension Board Induction covered: <ul style="list-style-type: none"> <li>○ Brief overview of the havering Pension fund</li> <li>○ How the scheme is funded</li> <li>○ Governance Structure</li> </ul>	Town Hall – Prior to Local Pension Board meeting	KSF 1,2,4,5 & 6	Officer Time	Cllr David Johnson (vice chair) Cllr Stephanie Nunn

## APPENDIX A

DATE	TOPIC COVERED	LOCATION	KSF	COST	ATTENDED BY
	<ul style="list-style-type: none"> <li>○ Key parties in the Fund</li> <li>○ Investment Monitoring</li> <li>○ Strategy documents</li> <li>○ Valuation</li> <li>○ LPB reporting requirements</li> </ul>				
<b>22 September 2015</b>	Officers - Pension Fund Accounts Briefing covered: - overview of the Pension Fund Accounts	Town Hall – prior to Pensions Committee meeting	KSF 2	Officer Time	Cllr John Crowder (Chair) Cllr Ray Morgon Cllr Clarence Barrett John Giles
<b>13 October 2015</b>	CIPFA Pensions Network Autumn workshop, covered: <ul style="list-style-type: none"> <li>○ National Framework Update</li> <li>○ Pension fund KPI's</li> <li>○ Funding the cost of LGPS Administration costs</li> <li>○ Local Pension Boards – story so far</li> <li>○ Local Pension Board Regulator update</li> </ul>	London -Sponsored by Amundi	KSF 1	Pre-paid space (part of subscription)	Cllr John Crowder (Chair) (limited pre-paid places – offered to chair only)
<b>16 October 2015</b>	Local Government Association – Pooled investments	Local Government House, Smith Square, London	KSF 1	Free	Cllr John Crowder (Chair) – chair only invited
<b>19 November 2015</b>	SPS Conferences - Local Authority Pension Fund Investment Strategies covering: <ul style="list-style-type: none"> <li>○ Pooling (GMO)</li> <li>○ Investment collaboration</li> <li>○ Performance measurement</li> </ul>	Le Meridian, London	KSF 4,5 & 6	Free	Cllr Stephanie Nunn

DATE	TOPIC COVERED	LOCATION	KSF	COST	ATTENDED BY
	within LGPS (WM) <ul style="list-style-type: none"> <li>○ Looking ahead to 2016 actuarial valuation</li> </ul>				
<b>26 November 2015</b>	DG publishing – “Question Time”: Collaboration & the London CIV	London	KSF 1	Free	Cllr Stephanie Nunn
<b>6 January 2016</b>	Hymans- Fund’s Actuary delivered - TUPE Transfer Training, covered: <ul style="list-style-type: none"> <li>● What is TUPE</li> <li>● Pension Protection &amp; Regulations</li> <li>● Admission bodies documents &amp; securities</li> <li>● Cessations</li> </ul>	Town Hall – prior to Local Pension Board meeting	KSF 6	£3,500	Cllr John Crowder (chair) Cllr Ray Morgon Cllr Stephanie Nunn Cllr Melvin Wallace
<b>17 March 2016</b>	SPS Conferences - Local Authority Pension Fund Investment Strategies covering: <ul style="list-style-type: none"> <li>○ LGPS Pooling update</li> <li>○ Topical Investment Themes</li> <li>○ LGPS Funding</li> <li>○ LGPS Panel Session – Other pension fund priorities</li> </ul>	Le Meridian, London	KSF 4,5 & 6	Free	Cllr Stephanie Nunn Cllr David Johnson



**Haverling**  
LONDON BOROUGH

**ANNUAL REPORT OF  
THE STANDING ADVISORY  
COUNCIL ON RELIGIOUS  
EDUCATION**





**HAVING  
STANDING ADVISORY COUNCIL ON  
RELIGIOUS EDUCATION**

**ANNUAL REPORT 2015-16**



## **Chair's Foreword**

The main thrust of SACRE's work this year has been the collaborative production of the syllabus on religious education, for use in the London Boroughs of Havering and Redbridge. Working with another borough has been a new and stimulating experience. It is a logical extension from our previous work, as the whole concept of SACREs is of collaboration amongst members of different professions and different faiths and beliefs.

The aims of religious education include “religious literacy” meaning that each pupil should understand what it means to be a member of each of the faiths and beliefs studied. To equip ourselves to achieve this we need to work continuously on our own religious literacy, by educating each other and by ensuring that our own membership reflects the current mix of beliefs within Havering. SACREs are designed to reflect the nature of their own localities. Havering is progressively diverse so we strive continuously to ensure that our membership reflects the many strands within our local community and our schools.

Given the current turmoil in many parts of the world, this work has never seemed more important nor more urgent.

Christine Seymour  
Chair of SACRE

## **1. Religious Education (RE)**

### **1.1. Standards in Religious Education**

Examination results at GCSE, AS and A level are monitored as part of the Borough's overall monitoring of standards. SACRE receives an analysis of examination results in Religious Studies (RS) at GCSE and A level at its Autumn Term meeting.

#### **GCSE results**

In 2015, as in the previous year, all of the 18 secondary schools in Havering entered students for a GCSE Religious Studies examination. There were a total of 1,772 entries (2,370 in 2014) for either a full or a short GCSE course. The number of entries to a full GCSE course, which is considered to be of higher quality and requires a greater depth and breadth of study, has increased from 1,043 entries in 2014, to 1564 in 2015. In 2015 there were 206 entries for the short GCSE course. This was down from 751 in 2014. The number of entries varied considerably between the schools from 5% on roll to 100%.

#### **GCSE full course**

In 2015 the percentage of students gaining a pass at grade C or above in a full course was 67.5%. This was down from 68.9% in 2014. This compares with the national percentage of 70.1%. **(Table 1)**

#### **GCSE short course**

In 2015 the percentage of students gaining a pass at grade C or above in a short course was 79.1%. This was up from 50.7% in 2014. This compares with the national percentage of 70.4%. **(Table 2)**

#### **AS/A Level results**

In 2015 there were 114 entries for an A' level course in RE. This compares with 141 in 2014. In 2015 the percentage of students gaining a pass at grade C or above in an A 'level course was 72.8%. This was down from 73.9% in 2014. This compares with a national percentage of 79.9%. **(Tables 3 & 4)**



## KS4 Grade Summary by Subject (beta)

### Subject: Religious Studies (4610) / Exam: GCSE Full Course (310)

Est. No.	Centre	NOR	NOE	*	A	B	C	D	E	F	G	U	X	A*-C	A*-G	Avg Pts
-	National (All Schools)	611079	269248	11.1	19.0	23.3	18.8	11.6	7.2	4.4	2.6	1.7	0.4	72.2	97.9	41.9
-	National (State Funded)	553218	253196	9.7	18.2	23.5	19.5	12.0	7.6	4.6	2.7	1.8	0.4	70.9	97.8	41.4
-	LA (State Funded)	3074	1564	8.4	16.2	22.6	20.1	13.9	8.2	5.5	3.1	1.5	0.4	67.5	98.1	40.5
5401	Abbs Cross Academy and Arts College	169	165	9.1	24.8	28.5	17.6	9.1	4.2	3.6	2.4	0.6		80.0	99.4	43.8
4006	Emerson Park Academy	193	185	4.3	11.4	15.1	21.1	21.6	13.5	9.2	1.1	2.7		51.9	97.3	37.1
4026	Gaynes School	183	178	6.7	14.0	21.3	18.0	9.6	9.6	7.3	10.7	1.1	1.7	60.1	97.2	37.5
4037	Marshalls Park School	172	23		43.5	21.7	30.4	4.3						95.7	100.0	46.3
4001	Redden Court School	124	25		16.0	24.0	28.0	16.0	16.0					68.0	100.0	40.5
5403	Sacred Heart of Mary Girls' School	124	123	22.0	26.0	28.5	13.8	7.3	2.4					90.2	100.0	48.0
4009	Sanders School	175	8			25.0	25.0	25.0	12.5			12.5		50.0	87.5	33.5
4600	St Edward's Church of England School & Sixth Form College	203	17	35.3	29.4	17.6	11.8	5.9						94.1	100.0	50.6
4003	The Brittons Academy Trust	203	199	4.5	8.5	14.6	20.1	22.1	12.6	7.0	6.5	3.0	1.0	47.7	96.0	35.4
4700	The Champion School	149	149	5.4	10.7	32.2	25.5	12.8	4.0	5.4	2.7	1.3		73.8	98.7	40.8
5402	The Coopers' Company and Coborn School	183	179	15.6	21.2	29.1	19.6	8.9	3.9	1.7				85.5	100.0	45.8
5400	The Frances Bardsley Academy for Girls	218	209	7.7	18.7	24.9	22.0	12.0	10.0	3.3	1.0		0.5	73.2	99.5	42.2
4025	The Royal Liberty School	106	103	2.9	5.8	8.7	19.4	24.3	11.7	17.5	3.9	5.8		36.9	94.2	32.5



## KS4 Grade Summary by Subject (beta)

2015 | NPD | Religious Studies

### Subject: Religious Studies (4610) / Exam: GCSE Short Course (320)

QAN: 50044837

Est. No.	Centre	NOR	NOE	*	A	B	C	D	E	F	G	U	X	A*-C
-	National (All Schools)	611079	21327	6.6	12.3	18.6	19.1	13.2	10.8	7.8	5.3	4.8	1.5	56.6
-	National (State Funded)	553218	20141	5.7	11.8	18.6	19.6	13.7	11.2	8.0	5.4	4.8	1.3	55.7
-	LA (State Funded)	3074	3			33.3			66.7					33.3
4042	Bower Park Academy	179	1						100.0					
4037	Marshalls Park School	172	1			100.0								100.0
5402	The Coopers' Company and Coborn School	183	1						100.0					

### Subject: Religious Studies (4610) / Exam: GCSE Short Course (320)

QAN: 5004526X

Est. No.	Centre	NOR	NOE	*	A	B	C	D	E	F	G	U	X	A*-C
-	National (All Schools)	611079	25273	7.6	8.6	15.9	16.2	17.5	13.9	9.1	5.8	4.0	1.4	48.2
-	National (State Funded)	553218	23805	6.4	7.8	15.5	16.4	18.1	14.5	9.5	6.1	4.2	1.4	46.1
-	LA (State Funded)	3074	13	15.4	46.2	30.8	7.7							100.0
4042	Bower Park Academy	179	13	15.4	46.2	30.8	7.7							100.0

### Subject: Religious Studies (4610) / Exam: GCSE Short Course (320)

QAN: 5004624X

Est. No.	Centre	NOR	NOE	*	A	B	C	D	E	F	G	U	X	A*-C
-	National (All Schools)	611079	18193	6.3	13.0	19.8	19.1	14.9	10.2	7.3	4.9	3.9	0.8	58.1
-	National (State Funded)	553218	16810	4.8	11.5	19.5	19.7	15.7	10.9	7.8	5.2	4.2	0.8	55.5
-	LA (State Funded)	3074	190	8.4	17.4	28.9	23.7	7.9	7.4	2.6	1.6	1.6	0.5	78.4
4600	St Edward's Church of England School & Sixth Form College	203	181	8.3	16.0	30.4	23.2	8.3	7.7	2.8	1.7	1.7		77.9
4011	The Chafford School, A Specialist Business and Enterprise College	183	9	11.1	44.4		33.3						11.1	88.9



## KS5 Grade Summary by Subject (beta)

### Subject: Religious Studies (4610) / Exam: GCE A level (111)

Est. No.	School/College	NOE	*	A	B	C	D	E	Q	U	X	A*-A	A*-B	A*-E	Avg Pts
-	National (all entries)	21313	5.5	18.9	30.1	25.4	13.8	5.1	< 0.1	1.0	0.1	24.4	54.5	98.9	225.9
-	LA (State-funded Schools/Colleges)	114	0.9	10.5	28.1	33.3	21.9	4.4		0.9		11.4	39.5	99.1	214.5
8600	Havering Sixth Form College	35		5.7	11.4	37.1	34.3	8.6		2.9		5.7	17.1	97.1	195.4
5403	Sacred Heart of Mary Girls' School	10	10.0	30.0	20.0	20.0	20.0					40.0	60.0	100.0	237.0
4600	St Edward's Church of England School & Sixth Form College	15		6.7	46.7	20.0	20.0	6.7				6.7	53.3	100.0	218.0
4700	The Champion School	16		12.5	18.8	50.0	18.8					12.5	31.3	100.0	217.5
5402	The Coopers' Company and Coborn School	25		8.0	36.0	32.0	20.0	4.0				8.0	44.0	100.0	217.2
5400	The Frances Bardsley Academy for Girls	13		15.4	53.8	30.8						15.4	69.2	100.0	235.4



## KS5 Grade Summary by Subject (beta)

### Subject: Religious Studies (4610) / Exam: GCE AS level (121)

Est. No.	School/College	NOE	A	B	C	D	E	Q	U	X	A-B	A-E	Avg Pts
-	National (all entries)	30507	20.4	22.7	23.3	16.1	9.6	< 0.1	7.5	0.4	43.1	92.1	100.9
-	LA (State-funded Schools/Colleges)	141	17.7	23.4	19.9	20.6	9.2		9.2		41.1	90.8	98.3
8600	Havering Sixth Form College	32	9.4	21.9	28.1	21.9	3.1		15.6		31.3	84.4	90.5
5403	Sacred Heart of Mary Girls' School	17	35.3	11.8	11.8	23.5	11.8		5.9		47.1	94.1	104.1
4600	St Edward's Church of England School & Sixth Form College	23	26.1	17.4	8.7	26.1	13.0		8.7		43.5	91.3	98.5
4700	The Champion School	24	4.2	20.8	25.0	20.8	20.8		8.3		25.0	91.7	91.3
5402	The Coopers' Company and Coborn School	34	20.6	29.4	17.6	17.6	5.9		8.8		50.0	91.2	101.9
5400	The Frances Bardsley Academy for Girls	11	18.2	45.5	27.3	9.1					63.6	100.0	115.9

## 1.2. Agreed Syllabus and compliance

The new Havering Agreed Syllabus was published in September. This has been supported over the academic year with training and networks to embed the teaching. The vast majority of Primary schools are using the new schemes of work as the basis for delivering the Agreed Syllabus. Most Secondary schools have developed their own schemes of work. In secondary schools there are a variety of curricular solutions, including carousels within humanities or PSHE.

The compliance of schools with requirements for RE delivery is checked through an annual quality assurance visit to the school. In the academic year 2014-15, no schools failed to comply with statutory requirements. There have been no adverse comments in Ofsted inspection reports.

## 1.3. Teacher Training

Advice is provided to Primary schools through the Havering Inspection and Advisory Service (Hsis) and there are regular, well-attended meetings for Primary RE co-ordinators. These meetings are free to all schools regardless of governance and are facilitated by RE Today professional subject advisors. In 2014/2015 this programme consisted of:-

- 28<sup>th</sup> April 2015 – Guidance on what “British Values” means, as well as how the concept could play a part in RE lessons and contribute to schools’ Prevent agenda.
- 25<sup>th</sup> September 2015 – Introducing the new Redbridge and Havering Agreed Syllabus: Making the most of RE: better teaching, better knowledge, better learning. A one-day conference introduced teachers to the new Redbridge and Havering Agreed Syllabus.
- 1<sup>st</sup> October 2015 – focused on planning RE, practical classroom strategies and the importance of knowledge enabling teachers to get to grips with the new syllabus and how to apply it in their schools.
- 4<sup>th</sup> November - How RE contributes to PSHE and personal development-practical teaching ideas and resources.
- 26<sup>th</sup> January 2016 – How we have started to implement the new syllabus in school, successful planning and children as enquirers in RE. Sharing of resources.
- 27<sup>th</sup> April 2016 – A network meeting was held at Clockhouse Primary School.
- 25<sup>th</sup> May 2016 – A training evening on Islamic Awareness was held at Harold Wood School.

Attendance is good varying between 20 and 43 schools represented. Where RE co-ordinators have not been able to attend, all materials are put onto the portal. This includes Independent and Special schools.

The secondary RE teachers’ network has met once during the year, under the leadership of a Head of RE. Advice and support is available to all secondary schools from a specialist consultant commissioned through RE Today.



## **Annual Report 2015-16**

On-going advice can be obtained through HSIS. There have been four specific requests for advice in this academic year. Relevant updates regarding schools' obligations are published on the weekly HSIS bulletins.

### **1.4. Complaints concerning RE**

No formal complaints were made about religious education under the local statutory complaints procedure during 2015.

## **2. Collective Worship**

### **2.1. Monitoring**

Collective worship is monitored through advisor quality assurance visits at least annually to all schools, including academies. The quality of other elements of the RE curriculum, including the quality of teaching are covered through reviews of teaching and through specific audits of PSHE and British values.

### **2.2. Training**

There has been no training on collective worship during the year.

### **2.3. Determinations**

There were no applications for determinations (to alter the character of collective worship for all or some pupils in a particular school) during 2015.

### **2.4. Complaints concerning collective worship**

No formal complaints were made about collective worship under the local statutory complaints procedure during 2015.

## **3. Links with other agencies**

### **3.1. National**

Havering SACRE belongs to the National association of SACRES (NASACRE). Members attend conferences and other events and report to full SACRE meetings.

### **3.2. Local**

SACRE has links with a range of faith and secular groups in the borough. The practice of holding some SACRE meetings in schools and different places of worship continues.

## **4. SACRE arrangements**

### **4.1. Meetings**

SACRE holds regular meetings during the year. The meetings are well attended with good representation from the faith groups and local Humanist Association. There is usually one meeting each term. SACRE sets its own agenda and commissions reports and updates from the Local Authority Adviser and Consultant. The Advisory Council has met three times during 2015. In the spring and autumn terms the meeting was held at the Town Hall. The summer term meeting was held at the Salvation Army Citadel in Romford Town Centre. Members who attended were treated to an overview of the origins, background and current commitments and involvement of the Salvation Army by the Family Officer for the London North-East Division and this was followed by a choral treat from children and young people of the Salvation Army Youth Choir.

Following a break for refreshments, the Advisory Council convened in an upstairs room for its formal meeting which focused on the Agreed Syllabus the draft of which had been adopted a fortnight earlier at a meeting of representatives of the two SACREs (Havering and Redbridge) which had also been hosted by the Citadel.

At each meeting, the Advisory Council has received reports on local and national developments in RE. Topics discussed included the implications of the review of the secondary curriculum, the Ofsted report on secondary RE and the Ofsted report on RE and its importance in supporting community cohesion.

### **4.2. Agreed Syllabus Conference**

2014 saw the commissioning of professional advisors to begin drafting a revised Agreed Syllabus in partnership with the London Borough of Redbridge. This work had continued over the winter and the two SACREs came together on 29 June at the Romford Salvation Army Citadel to consider the draft proposals and agree the content for the new Syllabus.

The Syllabus was presented to Havering Council at its meeting on 16 September where it was approved and was launched on 25 September at CEME where a whole day of activities and seminars had been organised. The new Syllabus was enthusiastically welcomed by teachers and educational professionals as being innovative, inclusive and imaginatively presented.

It is hoped that the new Syllabus – replacing the highly successful “Pathways” Syllabus – would be taken-up by a good number of the schools across the boroughs of Havering and Redbridge - and beyond.

### **4.3. Budget**

SACRE has a small budget to cover the cost of its work.

#### **4.4. Professional and administrative support**

SACRE has the services of a Committee Officer from Committee Administration at each of its meetings, both to minute the meeting and to give procedural advice. The RE Consultant and the Primary Adviser attend SACRE meetings to report on work with schools, to offer advice and to assist SACRE in carrying out its role.

#### **4.5. Monitoring**

SACRE continues to monitor standards and quality in RE, the quality of provision for collective worship and for pupils' spiritual development from any information included in the most recent OfSTED reports for primary, secondary and special schools. In addition, examination results at GCSE and A/S and A level are monitored as part of the Borough's overall monitoring and evaluation of standards.

### **5. The Michael Edwards Award**

This annual award had been made to commemorate the life and work of Michael Edwards, Adviser/Inspector for Religious Education in Havering, who died in 2004. The award had been made to schools which demonstrated good practice in multi-faith RE and alternated between primary and secondary schools. During 2015 the members of the Advisory Council were saddened to learn that despite strenuous efforts of Hsis, there had been no interest from schools in participating.

Members discussed various options, either to widen the range of participants (it had been opened to Pupil Referral Units but had failed to attract interest there and, with the secondary schools opting to become academies and move out of the local authority's control, the scope for realising lively competition was limited.

The Advisory Council, after a good deal of deliberation decided that, on balance it was probably time for the award to be withdrawn. It was hoped that it might return at some point in the future, but for the time-being – with the fading of the memory of Michael Edwards and the departure of his widow (who had been a staunch supporter of the award over the years) from the area – it was felt to be appropriate to suspend it. The ME Award was consequently withdrawn and will not be offered again unless demand for its reappearance is received.

## Annual Report 2015-16

### MEMBERS OF SACRE

The following is a list of SACRE members and officers in attendance for the period covered by this report.

Name	Group	Representing	Joined	Left
VACANT	A	New Church Movement		
Mr Kevin Walsh	A	Roman Catholic	22/02/2007	
Rabbi Lee Sunderland	A	Jewish Community	05/03/2009	
Mrs Pamela Coles	A	Methodist	30/06/2004	
VACANT	A	Baptist		
Mr Sansar Narwal	A	Sikh Community	Pre 2004	
Pastor Aloysius Peter	A	Pentecostal Churches	24/09/2013	
VACANT	A	Religious Society of Friends		
Mr Kamal Siddiqui	A	Muslim Community	05/03/2008	
Mr Nasir Mubashar	A	Ahmadiyya Muslim	14/01/2014	
Mr Tariq Mahmood	A	Muslim Community	11/03/2014	
Mr Om Dhir	A	Hindu Community	06/06/2007	
Mrs Jenny Fox	A	Salvation Army	24/09/2013	
Revd Dorothee B�urma	A	United Reformed Church	09/10/2014	14/10/2015
VACANT	A	United Reformed Church		
Dr John Lester	A	Baha'i Faith	10/11/2004	
Mrs Christine Seymour	A	Havering and District Humanist Society	26/11/2009	
Saddhabhaya (David Weston)	A	Buddhist	09/05/2013	
Mr John Smailes	A	Evangelical Free Church (shared)	01/12/2013	
Mrs Dawn Ladbrook	A	Evangelical Free Church (shared)	01/12/2013	
<b>Mr Luthaneal Adams [NEW]</b>	<b>A</b>	<b>Pagan Federation</b>	<b>03/03/2016</b>	
Mrs Stephanie Ellner	B	Church of England	01/12/2013	
Mrs Susan Freeman	B	Church of England	05/03/2009	
<b>Mr Mike Dean [NEW]</b>	<b>B</b>	<b>Church of England</b>	<b>03/03/2016</b>	
VACANT	B	Church of England		
Mrs Kirsty Fanning	C	ATL	26/03/2015	
<i>Mr Nick Hills</i>	C	<i>NUT – Secondary</i>	<i>26/11/2009</i>	<b>26/03/2015</b>
VACANT	C	<b>NUT - Secondary</b>		
Ms Linda Munday	C	NUT - Primary	11/03/2010	
VACANT	C	<b>PAT</b>		
<i>Mrs Barbara Usher</i>	C	<i>NASUWT</i>	<i>09/10/2014</i>	<b>26/03/2015</b>
VACANT	C	<b>NASUWT</b>		
VACANT	C	<b>ASCL</b>		
<i>Cllr Meg Davis</i>	D	<i>Local Authority</i>	<i>10/07/2014</i>	<b>31/05/2015</b>
Cllr Joshua Chapman	D	Local Authority	<b>01/06/2015</b>	
Cllr Gillian Ford	D	Local Authority	11/07/2004	
Cllr Jason Frost	D	Local Authority	10/07/2014	
Cllr Dilip Patel	D	Local Authority	10/07/2014	
Cllr June Alexander	D	Local Authority	<b>01/06/2015</b>	
<i>Cllr Alex Donald</i>	D	<i>Local Authority</i>	<i>10/07/2014</i>	<b>31/05/2015</b>
Cllr Wendy Brice-Thompson	D	Local Authority (Co-Optee)	11/10/2011	



**Havering**  
LONDON BOROUGH

**ANNUAL REPORT OF  
THE OVERVIEW & SCRUTINY  
BOARD**

## **OVERVIEW AND SCRUTINY BOARD ANNUAL REPORT 2015/16**

### **INTRODUCTION**

This report is the annual report of the Board, summarising the Board's activities during its year of operation ended May 2016.

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 Board's activities and performance.

### **BOARD MEMBERSHIP**

Councillor Gillian Ford (Chairman)  
Councillor Lawrence Webb (Vice-Chair)  
Councillor John Crowder  
Councillor Steven Kelly  
Councillor Robby Misir  
Councillor Dilip Patel  
Councillor Viddy Persaud  
Councillor Carol Smith  
Councillor Linda Trew  
Councillor June Alexander  
Councillor Nic Dodin  
Councillor Barbara Matthews  
Councillor Linda Hawthorn  
Councillor Ian de Wulverton  
Councillor David Durant  
Councillor Graham Williamson

### **WORK UNDERTAKEN**

During the year under review, the Board dealt with the following issues:

#### **1. ONE SOURCE – ANNUAL REPORT AND UPDATE**

- 1.1 The report updated the Board on oneSource's current operating position, and reviewed and monitored the progress of oneSource at the one year anniversary of the formal launch of the shared service.
- 1.2 The report also outlined oneSource's strategic aims for the next three years.

- 1.3 oneSource had developed a model that took the best from the Council's services, looked at best practice elsewhere and reflected on what customers had told them what was important to them which in turn provided a standard support service, which was consistent across both councils.
- 1.4 Members were advised that against an original predicted £4.1m savings target, oneSource had actually achieved savings of £5m for 2014/15.
- 1.5 oneSource had four corporate KPIs which were Customer satisfaction, Savings achieved, Council tax collection and NNDR collection.

## **2. CORPORATE PERFORMANCE REPORT – ANNUAL 2014/15**

- 2.1 The Board considered a report which outlined the Council's performance against the corporate performance indicators and annual targets for 2014/15 according to the five Living Ambition goals of last year's Corporate Plan.
- 2.2 The report identified where the Council was performing well and not so well. Where the Council was performing not so well corrective action had been included in the report highlighting what actions the Council was taking to address poor performance, where appropriate.
- 2.3 Also attached to the report, for the first time was a Demand Pressure Dashboard illustrating the growing demands on Council services and the context that the performance levels set out in the report had been achieved within.
- 2.4 Also included in the report were the proposed targets for 2015/16, to allow further comparison of the target against last year's outturn.

## **3. CORPORATE PERFORMANCE INDICATORS REVIEW**

- 3.1 Discussions had taken place between the Chairman and the Council's Head of Business and Performance on how performance indicators were fed back to the Overview & Scrutiny Sub-Committees.
- 3.2 Members noted that each Sub-Committee would receive a report covering performance areas that were bespoke to the Sub-Committee's terms of reference similar to the dashboard statistics that had been included with Annual Report mentioned in the last agenda item. The narratives to each performance indicator would also be much richer in information giving Members a better picture of where targets were being met/not met and the corrective action that was being taken.
- 3.3 The Board would continue to receive the full pack of performance indicator information.

#### **4. SICKNESS ABSENCE**

- 4.1 Members of the Board had met with representatives of Human Resources to receive updates on sickness absence and Human Resources attended a Board meeting to update Members.
- 4.2 There had recently been a downward trend in the amount of sickness absence due to Human Resources working closely with managers, timely reviews and Occupational health interventions.
- 4.3 Members noted that the two main areas of sicknesses were those of a mental health nature or muscular skeletal.
- 4.4 The Board continued to monitor sickness absence levels in conjunction with officers.

#### **5. VOLUNTARY SECTOR STRATEGY REVIEW**

- 5.1 In October 2015 Members received a presentation on the progress that had been made in respect of the Voluntary Sector Strategy Action Plan since it had been approved by Cabinet in June 2015.
- 5.2 Members were reminded that in October 2014, the Council published a draft Voluntary Sector Strategy for consultation. An independent consultant was appointed to lead the consultation process which comprised workshops, focus groups, one to one meetings and an opportunity to submit comments directly either to the Council's consultant, or to the Council itself. Over 116 people attended the workshops from a wide range of groups and the feedback was quite diverse in nature, reflecting the different levels of experience, needs and views in the sector.
- 5.3 The Board continue to monitor the Voluntary Sector Strategy Review in conjunction with officers.

#### **6. ANNUAL OMBUDSMAN LETTER**

- 6.1 The Board considered the contents of the LGO's Annual Letter along with its accompanying statistics and agreed no further action was necessary.

#### **7. THE COUNCIL'S FINANCIAL STRATEGY**

- 7.1 In February 2016 the Board received a report and presentation which outlined the context within which the 2016/17 budget was being set and identified the Council's overall policy direction, statutory duties and financial strategy.



- 7.2 The Council's budget needed to reflect the level of funding allocated to it by the Government. Cabinet had received reports in November and December 2015 that provided an update on developments at the national level and the consequential impact on local government funding and set out information on the financial position within Havering.
- 7.3 The November report also set out the Council's long term financial strategy to manage the implications of funding reductions and cost pressures over the next three years. It contained specific proposals to bridge the funding gap for the next two years, but left a funding gap of £2.4m in 2018/19 which required further steps to be taken in order to close that gap.
- 7.4 A further report had been made to Cabinet on 20 January 2016 which updated Members on the Local Government Financial Settlement, the impact on the proposed financial strategy for the coming financial year and the latest in year financial monitor. The report advised Cabinet that the three year funding gap had increased from £2.4m to £12.5m including £5.6m relating to 2016/17. The draft strategy recommended in the report included a range of additional measures which were intended to bridge the gap for 2016/17. Further reports would be made to Cabinet during the course of 2016/17 to consider the options for bridging the gap for the financial year 2017/18 and beyond.
- 7.5 In addition to the report members received a presentation from the Deputy Chief Executive which detailed the Government's settlement and the demand impacts this would have on Havering's budget strategy. The presentation detailed the authority's position pre and post settlement.
- 7.6 Following the presentation Members sought and received clarification on several items of the presentation from the Deputy Chief Executive. However, Members had no specific comments regarding the budget strategy and its demand impacts that they wished to put before Cabinet at its meeting on 10 February 2016.

## **8. CORPORATE PERFORMANCE INDICATORS**

- 8.1 Throughout the year the Board 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.
- 8.2 As mentioned previously in this report each Overview & Scrutiny Sub-Committee would now receive a report covering performance areas that were bespoke to the Sub-Committee's terms of reference.

## **9. OVERVIEW & SCRUTINY SUB-COMMITTEE/TOPIC GROUPS UPDATES**

- 9.1 Throughout the year the Board continued to receive updates from the Chairmen of the Overview and Scrutiny Sub-Committees of the work that each Sub-Committee was dealing with.
- 9.2 The Board also received updates throughout the year of the work of the various topic groups that had been set up by the Sub-Committees to scrutinise the Council's and its partners work.
- 9.3 The Board also received updates on the work of the Debt Recovery topic group which had been set up independently to consider the Council's outstanding debts with a particular reference to Council Tax and NNDR historical debt.
- 9.4 The Board also held a special meeting in April 2016 to consider the Interim Report of the Debt Recovery Topic Group.

## **10. CALL-INS**

- 10.1 During the year the Board considered four call-ins on the following subjects:
- 10.2 Call-in of Cabinet decision concerning outline proposals to address early years, primary, secondary and SEN rising rolls - phase iii and iv expansion programme.
- 10.3 Call-in of Cabinet decision of Romford Market Transformation Programme.
- 10.4 Call-in of Cabinet decision of Attestation of Parks Protection Officers.
- 10.5 Requisition of Executive Decision 16/48 - Preventing damage and injury in parks and open spaces.

### **IMPLICATIONS AND RISKS**

#### **Financial implications and risks:**

None – narrative report only.

#### **Legal implications and risks:**

None – narrative report only.

**Human Resources implications and risks:**

None – narrative report only.

**Equalities implications and risks:**

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

**BACKGROUND PAPERS**

Minutes of meetings of the Overview and Scrutiny Board 2015/16.



**Havering**  
LONDON BOROUGH

**ANNUAL REPORT OF  
THE CHILDREN & LEARNING  
OVERVIEW & SCRUTINY SUB  
COMMITTEE**



**Havering**  
LONDON BOROUGH

## **Children and Learning Overview and Scrutiny Sub-Committee Summary of work undertaken 2015/16**

### **INTRODUCTION**

This report is the annual report of the Sub-Committee, summarising the Sub-Committee's activities during its year of operation ended May 2016.

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 Gillian Ford (Chairman)  
Councillor Carol Smith (Vice-Chair)  
Councillor Joshua Chapman  
Councillor Philippa Crowder  
Councillor Jason Frost  
Councillor Nic Dodin  
Councillor JohnWood  
Councillor John Glanville  
Councillor Keith Roberts

#### **Statutory Member representing the Churches:**

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

#### **Statutory Members representing parent governors:**

Emma Adams (Primary)  
Lynda Rice (Secondary)  
Julie Lamb (Special)

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

Linda Beck (NAHT)  
Ian Rusha (NUT)  
Keith Passingham (NASUWT)

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

## **1. Leadership and Management**

At its meeting in July 2015, the Sub-Committee received a presentation on the vision of leadership and management in schools. It was noted that the findings showed that almost 25% of schools received a Grade 3 (requiring improvement); this was much higher than the London or national figures.

A review of OFSTED reports was carried out and a number of figures and percentages would be amended to become more attainable. It was found that some inspection results had appeared inconsistent and this was being investigated.

## **2. Special Educational Needs (SEN) Transport**

A presentation on SEN Transport was received at the July 2015 meeting. The Sub-Committee was informed that Learning and Achievement commissioned the service and Asset Management Services operated the service. It was noted that Asset Management Services had made savings in the region of £600,000, and this had impacted on the travelling time (the longest journey had increased to 1.5 hours each way).

SEN Transport was also provided to Redbridge and Barking & Dagenham. The costs recovered were put back into the service. This reduced the unit cost for Havering pupils.

The Sub-Committee noted that each vehicle had a trained escort on hand and each had been trained to cope with any issue that arose, with the children, during the journey.

At its meeting in May 2016, a report was received setting out the progress to date in addressing issues in Havering Special Educational Need and Disability Transport Offer. It was noted that there were 402 children and young people who were transported in the borough, and the cost of this was rising.

Assessments for travel training were being carried out with young people together with more work with families as to how the cost of the transport could be reduced as well as the demand. It was noted that there were only 12 young people that were collected from a meeting point other than their home, and some could possibly, with training, also use the meeting points. This would be more efficient and the journey times would reduce. Independent travel was also an option for some individuals. A meeting would be held with parents as well as the Heads of Special Schools and the college to get a greater investment in independence. It was appreciated that this would be stressful and could cause anxiety to some children and young people and so would not be suitable for all. Meeting points would be used in a robust way and it was agreed that this was not a "one size fits all".

The Sub-Committee requested a question and answer sheet be sent to all parents informing them of the consultation as undertaken with the previous review. Positive Parents had reported that they communicate with their

members, and also SENCO's, special schools and colleges. There had been issues in information being passed on from SENCO's in mainstream schools. It was noted that the tender process was commencing for the travel training provide and Positive Parents were welcomed to join the panel in agreeing the way forward.

### **3. Children, Adults and Housing : Annual Complaints Report**

At the September 2015 meeting, the Sub-Committee received the Annual Complaint Reports for areas within its remit:

**Learning and Achievement** - The Sub-Committee noted that the number of complaints had increased. The timescales for responses had also risen from ten to fifteen days following an internal process review. It agreed that outcomes needed to be included and recorded as there may be cost implications.

**Children and Young People's Service** - The Sub-Committee agreed that benchmarking on communication would be useful. It was stated that all staff needed to report compliments as these needed to be recorded centrally as it would increase confidence in the service.

### **4. School Standards Report**

At its meeting in January 2016, the Sub-Committee received an overview of the main features of the School Standards Report 2015. It was noted that one Havering Primary Academy was below the Department for Education (DfE) floor standard and one Secondary in the borough was not reaching the national meridian.

With the exception of the London Borough of Bexley, Havering's statistical neighbours were from areas outside of London. Havering was also the only London borough that had decreasing wealth and growing deprivation among its cohort of pupils.

The Sub-Committee noted the performance and attainment of each key stage. It was informed that the attainment gap encountered by disadvantaged children had reduced in Havering and the school performance of children entitled to free school meals was in line with the national average.

OFSTED grading for early years providers had exceeded targets and Havering was above the national average. This was attributed to more robust monitoring of early years settings and providers. On the Good and Better Schools rating however, Havering was on a downward trajectory and was ranked 147<sup>th</sup> of 152 Local Authorities nationally. The reasons for this were unclear and the Sub-Committee had been informed that good outcomes for Havering primaries were often not reflected in OFSTED inspection. It was noted that OFSTED criteria had changed with three different frameworks having been used in recent years. This was not however an excuse for poor performance as OFSTED was a national programme of inspection.

It was noted that all OFSTED reports for Havering schools over the last four years had been analysed but there were no obvious reasons for the low OFSTED appraisals. Officers therefore felt that leaders and managers in schools had not been adequately prepared for OFSTED inspections. Preparations for OFSTED inspections were being targeted.

## **5. Self-Evaluation Form (SEF) for Hacton Primary School**

At the meeting of the Sub-Committee in January 2016, a self-evaluation form for Hacton Primary School was reviewed. In a recent OFSTED inspection the school had been rated as outstanding. Whilst there was no longer a statutory requirement on school to produce a self-evaluation form, many still did, using various formats.

It was noted that forms would be presented to Governors of schools who were due to be inspected to feed into the final version and also shown to the Local Authority.

## **6. Budget Challenges**

The Sub-Committee at its meeting in January 2016, was informed that a further 3,000 children were expected to arrive into Havering's primary schools. These projections were based on known housing developments in the borough and existing birth rates. A rise in secondary children was also projected.

Havering was the only London borough with a rising birth rate and had London's largest net inflow of children into the borough. Havering was also the only London borough with rising levels of deprivation. It was noted that the main reason for the population growth was the availability of relatively cheap housing in Havering. The number of child protection plans and looked after children were also increasing, which put pressure and demand on services.

The Sub-Committee was informed that statutory services such as the provision of new education places and school quality assurance functions were funded by the Dedicated Schools Grant and core Council funding. As more schools became Academies, this had resulted in cuts to the Education Support Grant and the total grant reduction for Children's Services in 2015 had totalled £1.8 million. Local authorities have a statutory duty to provide school places for all children within the borough however the local authority has no direct control over admissions to academies.

## **7. Havering Safeguarding Children's Board Annual Report.**

At its meeting in January 2016, the Sub-Committee was provided with details of the Safeguarding Children's Board. It was noted that the Board looked at issues at a multi-agency level and there were increased pressure on partners such as the Police, health visitors etc. Multi-agency work on Child Sexual Exploitation was much better in Havering, as more cases were being identified, although this put more pressure on services



It was noted that statutory reporting on Female Genital Mutilation (FGM) was required and adults who had undergone FGM could also report and be offered support in hospital. It was noted that there were not large numbers of FGM cases in Havering but that the demographic profile was changing in the borough and this would be monitored

## **8. Social Workers Update**

It was reported at the meeting in January 2016 that work on recruitment and retention of social workers would take place over the next year. Staff turnover was measured by the number of cases which had seen three or more social workers allocated to it in a year. This was noted as just under a third of cases in Havering as at November 2015.

It was noted that agency workers cost around twice the amount a permanent employee would, and there were 70 agency workers (29%) in Havering, which was over the average for London.

The service wished to allow social workers to work in a more creative way with families, systemic family therapists would therefore be brought in to help social workers work differently with families and continuing professional development for social works would also be introduced. The aim was to achieve a better outcome for children and families. It was hoped that the pilot scheme would be reviewed at the end of March and a reduction in the use of agency staff would follow gradually in a planned way.

## **9. Attendance and Exclusion Data**

The Sub-Committee received a report on school attendance and exclusion in the borough at its meeting in March 2016. It was noted that good school attendance was important because poor attendance was linked to poorer educational outcomes which also resulted in a safeguarding concern where a child was not in school during term time.

It was noted that unauthorised absence had fallen, as had persistent absence over the past few years. This was reflected in a higher figure for penalty notices/ fines over the past two years. The Government had changed the threshold for persistent absence from below 85% to below 90% attendance from September 2015.

Work had been progressed over the last year that focussed on improving support, challenges and protocols for schools. Measures included improving alternative provision offer for schools, strengthening the In Year Fair Access Panel (IYFAP) for young people at risk of exclusion or without a school place, and supporting the Havering Pupil Referral Service by improving the quality of the education offered in the interim.

The Sub-Committee accepted that schools had different tolerance levels whilst also recognising that the value of service provided by the IYFAP to children in

Year 7 to Year 10. It was noted that the use of fixed term exclusions could work positively to reduce permanent exclusions. A threshold document on exclusions with three different levels, support and examples of intervention was being produced.

The Sub-Committee was informed that in Havering, the issue of taking children out of school for holidays in term time continued to be a concern and from the latest data available, it outlined that Havering schools were still authorising more absence than schools in London and England averages. It was noted that in relation to exclusions, head teachers had the power to exclude pupils for any breaches of the school behaviour policy. Concerns around educational outcomes and safeguarding for pupils who were excluded meant that the Local Authority had a legal duty to provide alternative education for such pupils who were permanently excluded.

#### **10. Overview of School Admissions and Expansion Plans, Not in Education, Employment and Training (NEET) and the Raising of Participation Age.**

School Admissions - At its meeting in March 2016, the Sub-Committee received a presentation on the progress relating to the School Admissions Procedures and Schools Expansion Programme. It noted that in Havering, an additional 2,700 permanent Primary school place had been created in all year groups from 2011/12 – 2015/16. The borough had experienced the largest net flow across all London Boroughs.

It noted that the School Admissions Code was the statutory guidance for Admission Authorities, Governing Bodies, Local Authorities, School Adjudicators and Admission appeals Panels. The purpose of the Code was to ensure that all school places including academies were allocated and offered in an open and fair way. The Code imposed mandatory requirements on Local Authorities.

Every school had its own admission arrangement which clearly outlined how children would be admitted, including the criteria that would be applied if there were more applications than places at the school. Admission Authorities were to set the admission arrangements annually. Where changes were proposed to the admission arrangements, the admission authority must have first publicly consulted on those arrangements. The consultation period allowed parents, other schools, religious authorities and the local community to raise any concerns about the proposed admission arrangements.

The Sub-Committee noted the normal admission rounds and the national offer days for both Secondary and Primary places.

School Expansion – The Sub-Committee noted that a draft Commissioning Plan for Education Provision was approved by Cabinet in March 2015 and was consulted on across the borough between April and June 2015, to gather the views from education providers, residents, parents and other stakeholders on proposals that would help address the needs identified. There were a total of 824 completed questionnaires, of which over 700 were completed online.

The report highlighted that over 80% of all respondents agreed with the principles that guided the commissioning proposals. It was noted that each expansion proposal would need to be answered positively before the statutory processes could commence. The statements were:

- The school could be expanded as there was scope to create additional accommodation on site
- The school was located accessibly to where there was an increased pressure on places.
- The school was educationally secure and resilient with the capacity to manage a significant increase in size without adverse impacts on standards.
- There was a clear aspiration on the part of the school to manage the expansion.
- The expansion would provide good value for money.

It was noted that the Statutory Consultation process would run parallel to any planning applications and would be published following successful planning permission approval.

Not in Education, Employment and Training (NEET) and the Raising of Participation Age – The Sub-Committee was informed that in 2015, the Government increased the age to which all young people in England must continue in education or training; requiring them to continue until their 18<sup>th</sup> birthday from 2015. Young people had a choice about how they continued in education or training post-16, which could be through full-time study in a school, college or with a training provider; or full-time work or volunteering (20 hours) combined with part-time education or training; or an apprenticeship or traineeship scheme. LA's also have a duty to secure sufficient suitable education or training provision up to the age of 25 for those with a learning difficulty assessment.

It was noted that most young people continued in education or training after they finished Year 11, because it gave them the best chance of getting the skills and qualifications that employers and universities required. The report however mentioned that the small group of young people not participating included some of the most vulnerable.

The Local Authority had a duty to encourage, enable and assist young people to participate in education or training which still applied. Young people's participation was a key element of these duties. Local Authorities were required to collect information about all young people so that those who were not participating, or were NEET, could be identified and given support to re-engage.

The Sub-Committee was informed that the strategic priorities for post-16 were:

- The continued support in the growth in participation of 16 year olds staying in education, monitoring participation rates and trends.

- The increase in the number of 17 year olds participating in education and training, that made a positive transition from year 12 to 13.
- The increase in the range and quality of Traineeships and Apprenticeships opportunities available across all levels.
- To promote participation of all 14-19 year olds particularly those most vulnerable and ensure that appropriate mix and balance of provision was available for all Havering residents, particularly those in vulnerable groups.

It was noted that the partnership in Havering between colleges and schools, where the colleges guaranteed places for suitably qualified applicants had proved to be valuable in ensuring places for young people in Havering.

## **11. Implementation of Special Educational Needs and Disabilities (SEND) reforms under the Children and Families Act 2014**

At its meeting in May 2016, the Sub-Committee received a report setting out the progress to date in implementing the reforms brought about by the Children and Families Act 2014 in respect of children and young people aged 0-25 with special educational needs and disabilities (SEND). It noted that some aspects of the legislation sought to bring about a cultural shift towards a more person centred approach, greater inclusion of children and their families and some specific tasks and functions that must be acted upon.

All Local Authorities were required to publish in one place, a clear and easy-to-understand “local offer” of education, health and social care services to support children and young people with SEND and their families. Havering had a local offer, which had received feedback from users and their families, and was now looking to review and refine the information available as a result. A Local Offer Panel and Steering Group had been established and continued to meet to oversee the future updating and development of the local offer.

It was noted that the Education, Health and Care (EHC) plans had replaced the Statements of SEN and Learning Difficulty Assessment (LDA). The process of assessments and work was underway to convert all existing statements to new EHC plans. The plans were now more outcomes focussed and better for the child. Officers stated that approximately a third of conversations had taken place in half the time period. It was noted that not all plans were in the correct format and positive feedback had been received from partners on improvements.

A number of concerns were raised at the meeting, including a request for parents to be involved in any working groups for the local offer and that the local offer also signpost to out of borough provisions. Other concerns were around trained and independent supports to assist parents together with the issues of personal budgets which, up until now, had not been allocated to anyone, as the form distributed, already had the “no” box ticked.

## **12. Corporate Performance Indicators**

At its meeting in January 2016, the Sub-Committee received the thirteen corporate performance indicators for Children and Learning for Quarters 1 and 2 of 2015/16. It noted that nine were classified as Green and three as Red. Areas for improvement included the time children took to reach adoption but there were very low numbers of children involved. In terms of children leaving care but not in education, employment or training, Havering was behind its target but continued to perform better than its statistical neighbours.

At its meeting in May 2016, the Sub-Committee received the corporate performance indicators for Quarter 4 of 2015/16 relevant to its remit. It noted that under the “People will be safe, in their homes and in the community” there were eight indicators. Three were classified as Green and five as Red or Amber. Under the “Our residents will be proud to live in Havering” there were five indicators all of which were classified as Green. The Sub-Committee noted that the apprenticeships remained on the increase as an attractive post-16 option amongst young people who want to secure employment rather than continuing on with A Levels or go to university. It was agreed that growth needed to be improved and that some adjustments needed to be made to how the indicators were recorded and reported.

## **13. Multi-Agency Safeguarding Hub (MASH)**

A presentation on the Multi-Agency Safeguarding Hub (MASH) was received at the meeting of the Sub-Committee in April 2016. The purpose and how the MASH worked was explained. This was the front door service for the Children and Young Persons Service and a triage team for all referrals. Referrals were given a BRAG priority (Blue – no further action necessary, Red – immediate safeguarding issue and decision with 4 hours, Amber – decision within 24 hours and Green – decision within 72 hours and Early Help referral).

The partners of the MASH and its key functions were explained. It was noted that a LEAN review had taken place following a high volume of cases going through the MASH, with a high level of referrals processing to social work assessments. This had resulted in a streamlined business process with a reduction in paper and with 28% of all referrals requiring no further action.

The Sub-Committee was informed that there were good intelligence across the three Child Sexual Exploitation Police boroughs, and both borders and liaison was good. There were good tracking and triangulation to gang work and established relationships with other borough MASH. It was hoped with the introduction of the Early Help service, this would assist with the flow at the front door. The service was looking to support families to become independent and if a family re-presented at the front door, investigations would be undertaken to find the correct threshold for that particular family. The benefits to the service would be a reduction in case loads and more successes.

## **14. Early Help**

The Sub-Committee received a presentation on the Early Help service at its meeting in April 2016. The definition of Early Help was defined as:

- To holistically engage with families at the earliest opportunity, offering the right service at the right time.
- Reduce the demand for complex services.
- Increase positive outcomes.

It was noted that the creation of one Early Help service had brought together a number of teams. Since its creation there had been an increased number of referrals to the Early Help Service with greater number of cases being managed by partner agencies. This also reduced the number of cases needing statutory interventions and services.

The Sub-Committee was informed that the service needed to be more flexible and that all family situations were different. The service was delivered in a more cost effective way. The new structure would create a service that was able to deliver its objectives in a reduced budget; the offer for under 5's would provide a "hands-on" style of delivery. A holistic service would be delivered to build resilience within families, and a lighter assessment tool would give practitioners more time with families.

It was noted that Early Help would be available from birth, with information being available at the midwife stage. There would also be liaison between pregnant girls on the Youth Offenders Team and day care/ nursery settings. Intelligence was key in ensuring that early help was in place to improve the outcomes for the whole family. "Outcome Stars" would be given to each family, which would be used to visualise the work, set goals and aspirations and could carry out an assessment on their progress. The "outcome star" provided a grade against 5-6 demands which were reviewed on a 6-12 week basis. It was hoped that a shift would be seen over the review period with more cases being stepped down to Early Help.

## **15. Demand Management Cluster Navigator**

At its meeting in April 2016, the Sub-Committee received an update report on Demand Management and the Cluster Navigator Pilot. Following an increase in demand across children's services over recent years it had been necessary to find ways of stabilising and/ or reducing this demand. The cluster navigator was a demand management pilot funded for the academic year 2015/16, and so had only been in operation for two terms. It was noted that whilst the primary and secondary phases were working well, the link with Early Years' settings was not fully embedded.

It was noted that the schools involved had welcomed the post of the cluster navigator, as it had reduced their frustration about the identification of service; it had given them access to support and demystified the changing face of the

local authority and they felt more able to identify key contacts that could support families.

## **16. Pupil Premium**

The Sub-Committee received a briefing paper on the Pupil Premium Grant (PPG) at its meeting in May 2016. The coalition government in 2011 had introduced the Pupil Premium funding. The purpose of this targeted investment was to close the performance gap between disadvantaged pupils and their peers. These gaps had proved to be persistent and slow to narrow. In return for these significant levels of investment, schools and governors were held accountable for the impact of the expenditure and for reporting to parents.

The eligibility criterion for PPG was:

- Any child who had been entitled to Free School Meals (FSM) at any point in the last six years (“Ever 6”);
- Children looked after for more than six months continuously at any point in the child’s history;
- Children who had been adopted from local authority care;
- Any child whose parents were serving in the armed forces.

It was noted that Havering’s figures overall were lower than the national average with 22% in primaries and 26% in secondary, compared with the national figures of 26% in primary schools and 29.7% in secondary schools. The variation across schools in Havering was varied with the lowest PPG eligibility in 2015-16 was 3.3% and the highest was 53%.

The Sub-Committee noted that nationally the government was spending £2.5 billion a year on this initiative which equated to approximately 6% of the schools budget. The rates for each category and allocation for Havering for the financial year 2016-17 was explained. Schools had to publish online details of their pupil premium allocations, their plans to spend it in the current year and the impact of their actions.

Areas where the local authority could provide support was explained, albeit, often as a voluntary traded arrangement. These included quality assurance teams visiting the schools to explore the use of PPGs, actions, outcomes and impacts. Training events on effective use of PPG for school leaders, governors, teachers, including the sharing of effective practice were also set up. All of these areas were well received. Pupil Premium “Health Checks” or full Pupil Premium Reviews in schools, on a traded basis were very successful and reviewed a number of areas including: Raiseonline, schools website, schools policy, governor’s accountability, budgets and data systems. OFSTED also used the PPGs as a feature of schools with high aspirations and attainment levels.

## **17. Traded Services**

At its meeting in May 2016, the Sub-Committee received a presentation on Education Traded Services. It was noted that this was a brand for both statutory and non-statutory services provided by the local authority to education providers. The expertise ranged across a number of specialist areas including:

- Leadership and Governance
- School Improvement and Curriculum
- Facilities, Technical and Asset management
- Administration and Finance
- Pupil and Staff Wellbeing

The portfolio of traded support services comprised 30 individual service providers spread across four service directorates. I.e. Children, Adults and Housing, Culture and Community, Communities and Resources and OneSource. Eleven of these traded services operated in the Learning and Achievement service.

It was noted that the customer base including 100% buy in from Havering primary schools, with the majority of Havering secondary schools continuing to purchase support services from the Council even though most of them had converted to academy status. There were also 63 non-Havering Schools and settings based in 10 Local Authorities purchases one or more services and booked training course with the Havering service providers in 2015/16. It was however noted, that there were a number of challenges faced by the service.

## **18. Joint working with Health Overview and Scrutiny Sub-Committee**

The Sub-Committee has on two occasions during the year under review (October and April) met jointly with the Children and Learning Overview & Scrutiny Sub-Committee in order to scrutinise matters relating to children's health. Matters scrutinised included the Children's Phlebotomy Service at Queen's Hospital where useful discussions were held with clinical staff from BHRUT. The Sub-Committee also scrutinised the Children's Emergency Pathway at the Trust and it was noted that some 36,000 children per year were treated in A & E at Queen's Hospital. The pathway and methods by which children were treated in A & E was explained in some detail to Members and included issues such as child protection and the transitioning of cases to more specialist hospitals if required.

Female Genital Mutilation (FGM) – The Sub-Committee was briefed by a Consultant Obstetrician at BHRUT on how the Trust dealt with issues of FGM, which were not as common in Havering as in areas of central London etc. Discussions with the Consultant and with the Council's Assistant Director – Children's Services covered areas including child protection investigations, training for staff on identifying suspected cases of FGM and the role of the Multi Agency Safeguarding Hub.



Amy Winehouse Foundation – The Sub-Committees were pleased to meet with the Resilience Programme Director of the Amy Winehouse Foundation who explained the work the Foundation undertook in a number of Havering schools to try and assist young people who may be vulnerable to substance abuse issues. The Foundation arranged workshop in schools for years 9, 11 and 12 focussing on self-esteem and related issues,

Other issues scrutinised – The Sub-Committees also scrutinised areas during the year including the availability of training for GPs on areas such as children’s dermatology and respiratory conditions. The transfer of 0-5 services whereby the Council had recently taken over responsibility for commissioning of health visiting and family nurse partnership services was also scrutinised. The Sub-Committees also scrutinised the Council’s Local Offer of services to young people and the website supporting this. The role and take-up of personal budgets for young people in Havering was also scrutinised in conjunction with officers from Children’s Services.

## **19. Any other Business**

At its meeting in July 2015, it was noted that the Chair, Cabinet Lead and Head of Service had met with four schools in the new process of meeting with all Head Teachers and Chairs of Governing bodies

It noted at its meeting in September 2015 that Abbs Cross Academy had gone into special measures due to safeguarding issue. Discussion had taken place with the Chair of Governors about safeguarding and the OFSTED report which confirmed that no children were at risk. The Sub-Committee was informed that discussions with other Academies regarding safeguarding would be put in place.

During the year the Sub-Committee concluded the work of the Educational Attainment Topic Group. In scrutinising educational attainment in Havering, it was agreed that the group would not look at where individual schools were within the published league table, but to focus around the educational values in the borough as a whole.

As a result of the Lead Member and Scrutiny Chair reviews, members investigated how “English not the first language” was supported and how the schools worked with the local authority to maintain levels. The Local Authority provided buy-back access to the English as an additional language service. It was noted that all primary school in Havering used the service as did half of the academies.

A number of recommendations were made as a result of the topic group.



**Havering**  
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**ANNUAL REPORT OF  
THE CRIME & DISORDER  
COMMITTEE**

## **CRIME AND DISORDER SUB-COMMITTEE – ANNUAL REPORT, 2015/16**

### **INTRODUCTION**

This report is the annual report of the Sub-Committee, summarising our activities during its year of operation ending May 2016. 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.

### **SUB-COMMITTEE MEMBERSHIP**

Councillor Ian de Wulverton (Chairman)  
Councillor David Durant (Vice-Chairman)  
Councillor Ray Best  
Councillor John Mylod  
Councillor Garry Pain  
Councillor Linda Van den Hende

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

#### **1. Transforming Rehabilitation**

With effect from 1 June 2014, the services provided by the London Probation Trust had been divided between two new organisations. The National Probation Service would deal with major risks and the Community Rehabilitation Company (CRC) would work closely with all other offenders.

The National Probation Service unit covering Havering would also cover Barking & Dagenham, and Redbridge. Initially the team had been allocated 1,500 cases the majority of which would be managed in custody.

The local CRC covered both Havering and Barking and Dagenham. The CRC would be run as a separate Company and MTCnovo became the new owner of the London CRC on 2<sup>nd</sup> February 2015. MTCnovo was essentially a joint venture between MTC and Amey, in partnership with third, public and private sector partners.

The Sub-Committee had received an update on the work of the London Community Rehabilitation Company in July. The big change introduced by MTCnovo had been the introduction of a new operating model which included working with offenders in cohorts. These cohorts were:

- 18-25 year old males;
- 26-49 year old males;
- 50+ males;

- Women;
- Mental health and intellectual disabilities (as the primary presenting need);
- Community payback remained as a distinct service delivery arm.

## **2. Work in Partnership with the Police**

The Sub-Committee had looked at the issue of search warrants. They had been assured that the changes in the Magistrates Court had not had an adverse effect on the local police. In a normal week 5 to 6 warrants would be obtained, mainly in respect of drugs.

MOPAC had set the Metropolitan Police seven targets to achieve over a four year period ending march 2016. Operation Omega had had a significant effect on the borough with violent crime reducing in Romford Town Centre. The one constant in previous years had been the effect of the We R Festival on Theft from Person. Improved policing at the festival had reduced the numbers of reported crimes from 100 to 26.

An increase in domestic violence had been noted.

Crime figures for the Christmas and New Year period had been down, and a contributor to this had been the increased use of Section 35 notices with 180 being issued in October, November and December.

## **3. Violence Against Women and Girls Strategy**

The Sub-Committee were advised that there had been a 12.4% rise in reported and recorded incidents in 2015/16. This had included 306 additional domestic incidents and 231 domestic crimes.

Referrals to MARAC had also increased over the same time period. Whilst Havering's arrest rate had been one of the worst in London, their successful prosecution rate was the highest (80% compared to an average of 65% across London).

The Metropolitan Police had launched Operation Dauntless targeting prolific offenders to act a deterrent.

## **4. Reducing Re-Offending Strategy**

The Havering Community Safety Partnership had created a Reducing Re-Offending Board which was supported by three Panels, Integrated Offender Management, Serious Youth Violence and Drug Intervention Project.

The sub-committee had been advised that:

- The total socio-economic cost of crime in Havering in the last 12 months had been £100,171,414;
- There had been 15,845 recorded crimes in that same time period;

- Of those 15,845 crimes just 20.3% had been detected by the police; and
- Out of those 3,141 offences which had been detected only 2,544 individuals had been accused.

The Sub-Committee had concurred with the concept that there must be consequences for breaking the law and supported the reforms pointed out in the 'Breaking the Cycle' proposal that had insisted there must be a better deal for victims.

Officers had undertaken an assessment of the Adult Offenders which had revealed:

- 85.1% of offenders were male. However, Havering had the highest proportion of female offenders in London;
- 63.9% of offenders were aged between 26 -49;
- Havering had the second highest proportion of 21-25 year old offenders in London (Havering 18.6%, average 16.3%);
- Violence against the person was the most frequent offence (29.7%) and accounted for half of the 2014 socio-economic costs £55,460,640;
- Almost 1/5<sup>th</sup> of known offenders who had committed crime in Havering had been from Barking and Dagenham; and
- Havering had the highest percentage of burglars of all London Boroughs testing positive for cocaine, more than one and a half times the regional average (27.3% compared to 15.3%).

The Sub-Committee would be reviewing regularly the work of these Panels to see what progress was being made.

## 5. Youth Offending Service

In December 2014 the Council had taken back in-house the provision of the Youth Offending Service. In that time significant progress had taken place improving the outcomes for the recipients of the service. A recent inspection had identified a number of key strengths identified, including effective assessments of offending behaviour and risk of harm to other, as there were established links and joint working with the police and community safety. Parents/ carers were fully involved in assessment and planning, and were seen as being a central support to the child or young person; case managers' detailed knowledge of barriers to working with the YOS and individual preferences of children and young people had led to effective compliance and engagement; children and young people having access to a range of specialist service including substance misuse, emotional and mental health and mentoring.

Across London the case load had become more complex, with Havering having 28% reoffending rate, low compared to our neighbours statistically.

The Sub-Committee would continue to scrutinise the work of the Youth Offending Service to check that progress was still being made.

## **7. Serious Youth Violence**

Havering had the fourth highest increase in London for Serious Youth Violence in 2014/15. They were also the 10<sup>th</sup> Highest volume of firearms discharged, although this had included air rifles.

Of greater concern was the increase in knife crime resulting in injury, with 65 victims in 2014/15.

Partners were investing a lot of time and resources to tackle these issues. In recent years Havering has seen an influx of gang members from other London Boroughs, 52 young people in Havering were being monitored on a regular basis, as being gang affected or gang active. Of these 20 nominals had appeared on the Trident Gang Matrix.

The Sub-Committee would be regularly monitoring activity to ensure the problem was being managed successfully.

## **8. Imprisonment of those with Mental Health issues**

The Sub-Committee had identified the treatment of those offenders with mental health issues was an area which deserved to be scrutinised. Over the year members have met with different agencies to identify the specific points of contact and how agencies worked together to ensure those offenders with mental health issues were dealt with correctly.

The Topic Group has met on six occasions meeting representatives from the Metropolitan Police, Youth Offending Service, NELFT, National probation Service, London Community Rehabilitation Company, CCG, Public Health and NHS England to gain a sense of the roles played by the individual Partners and assess how well they work together and identify any areas of concern.

The Topic Group will be meeting on one further occasion to pull everything together and hear how other agencies deal with these offenders.

## **9. Other Areas covered**

The Sub-Committee had also received reports on:

- The information available from the MOPAC dashboards,
- Performance indicators
- Psychoactive Substances Bill;
- Drug Misuse and Alcohol Strategies;
- The Annual Prevent Plan;
- Parking Across Residential Driveways; and
- An update on the latest Strategic Assessment.

The work plan for 2016/17 would reflect the priorities identified in the Strategic Assessment.

## **10. Town Centre Visit**

Back in September 2015 the Chairman and Councillor Best spent an evening with the Metropolitan Police touring Romford Town Centre.

The evening had been incident packed with a heavy police presence. The opportunity had been taken to see how the ID scanners work and staff at one of the venues demonstrated this and ran through the benefits for both the venue and crime prevention.

Whilst visiting the Goose Public House and talking to the security staff those on the visit were able to see the police in action attempting to calm down a potentially explosive incident. On this occasion the suspect lost control and threw a punch at a police officer. He was taken into custody and taken to Romford Station. This simple action took three officers away from the Town Centre for approximately 45 minutes.

The Police were busy heading off potential trouble handing out section 35 notices. Towards the end of the evening another serious incident outside Fiction was headed off by the prompt action of the police. On this occasion the suspect was released once he had calmed down.

## **11. Delivering Integrated Mental Health Care in The Criminal Justice System**

On 10 November 2015 the Chairman attended a conference dealing with the above. The theme of the conference fitted well with the work of the Topic group. Speakers at the conference were constant in their belief that the Bradley report: 'Lord Bradley's review of people with mental health problems or learning disabilities in the criminal justice system', published in April 2009 was one of the most important documents published in the last twenty years regarding the treatment of people with mental health problems or learning disabilities in the criminal justice system.

One area of concern at the conference and in the work of the Topic Group was the failure to take full advantage of Mental Health Referral orders by the courts. The reason being the failure to provide adequate reports through in adequate staffing.

Councillor Ian de Wulverton  
Chairman







**Havering**  
LONDON BOROUGH

**ANNUAL REPORT OF  
THE ENVIRONMENT OVERVIEW &  
SCRUTINY SUB COMMITTEE**



**Havering**  
LONDON BOROUGH

## **Environment Overview and Scrutiny Sub-Committee Summary of work undertaken 2015/16**

### **INTRODUCTION**

This report is the annual report of the Sub-Committee, summarising the Sub-Committee's activities during its year of operation ended May 2016.

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 Barbara Matthews (Chairman)  
Councillor Alex Donald (Vice-Chair)  
Councillor Carol Smith  
Councillor Michael White  
Councillor Barry Mugglestone  
Councillor Patricia Rumble

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

#### **1. Waste Minimisation Challenges**

The Sub-Committee received two presentations at its meeting in June 2015 on Waste Minimisation. One from the Managing Director of East London Waste Authority (ELWA), which set out the tonnages and financial aspect of the current 25 year PFI contract with Shanks. The Sub-Committee noted the breakdown of costs and where these were attributed. The largest area of concern was the tonnage, which was 64%. This was over and above any other cost. ELWA had, where possible, made savings on staffing and subsidiary sites, but were unable to make any more meaningful savings.

It was noted that even if recycling was to increase, this would not reduce the overall waste produced; it would just be diverted to a different stream. This would still be included in the weight fee regardless of whether waste was residual or recycling. The cost of every tonne of waste that crossed the weighbridge was approximately £44, together with £67.60 landfill tax. For every 1 tonne of waste not collected, and not sent to landfill would save £111.66. The Sub-Committee agreed that alternative measurable solutions needed to be put in place.

The second presentation received was on waste prevention. The ideal hierarchy for waste to enter relevant streams was discussed. This hierarchy was as follows:

- Waste Prevention
- Re-use
- Recycling/ composting
- Energy Recovery
- Disposal

It was noted that 70% of all waste was from households with the other 30% coming from parks, street cleansing and highways. There were not only financial impacts but also environmental impacts. Over 40% of all waste nationally was food waste. In Havering, food waste was approximately 45-48%. The National “Love Food Hate Waste” campaign had been supported in Havering with over 6000 people going through the cooking workshops. Other campaigns had also been introduced, including Home Composting, repairing of clothes, repairing of electrical items, real nappies scheme and educating households.

It was agreed that a topic group would be established to look at waste minimisation in the borough.

#### **(a) Waste Minimisation Topic Group**

At its meeting in June 2015, the Sub-Committee agreed to establish a topic group to look at waste minimisation in the borough. It wished to understand the current waste collection contract and to investigate any alternative solutions available to reduce the tonnage collected. This would mitigate future increases in the levy which had traditionally been between £0.5 and £1 million per year.

The group met with officers and discussed the current waste contract. It was noted that East London Waste Authority (ELWA), who were responsible for the waste contract, was made up of four boroughs, Havering, Barking and Dagenham, Redbridge and Newham. ELWA produced a total tonnage of 440,829 tonnes of waste a year. Havering contributed 108,491 tonnes of municipal waste in 2014/15.

A breakdown of the contents of black sacks across the different households within the Borough was provided. It was noted that the national picture for food waste showed that on average 60% was “avoidable, 17% was “possibly avoidable” and 23% was “unavoidable”. Food was a large contributor to the tonnage of waste. The group agreed that a borough campaign should be established where residents were educated about how to reduce the amount of food they wasted. It was felt important that the emphasis on how much each householder contributed to the waste stream, how this can be reduced as well as the rising costs of waste disposal and how this contributed as part of their Council Tax bill.

## **2. Trees and Weeds Programme**

At its meeting in September 2015, the Sub-Committee received an interesting presentation on the current maintenance programme for weeds and trees in the borough. It was noted that the cost to remove weeds on the carriageways in the borough was approximately £76,000 per annum. The roads were sprayed four times a year, during the growing season March to October. Each period of spraying took approximately 7-8 weeks, and it took up to 21 days for the weeds to die back once they have been sprayed. At times of inclement weather when the herbicides were not as effective, the teams manually removed weeds from the roads.

It was noted that there was in excess of 273,000 trees in the borough, made up of various species. The cost of the maintenance and pruning was approximately £530,000. All highway trees were scheduled for pruning as part of the Whole Street Pruning Programme. This was either three or five years depending upon the size and species of the tree. Trees were inspected prior to any pruning to confirm the works required to maintain the tree. During these inspections further information was gathered about each individual tree, including the species, current size and any damage to the tree. All this information was stored on a database and was used to provide an up to date record of the management of each tree. This information was used to plot the history of the tree, along with any complaints, insurance queries and amenity value.

## **3. Fly tipping Prosecutions and Enforcement**

At its meeting in September 2015, the Sub-Committee received a presentation on fly tipping and enforcement. The removal of fly tipping had a large financial impact on the Council. A number of graphs were discussed which set out the number of fly tips reported in Havering, the type of waste and the size of the waste. It was noted that not all fly tips would be reported as the majority could be collected by the street cleansing team, who would not necessarily report as it would just be included in the refuse collected during their programmed clean.

It was noted that there were certain areas in the borough which were more prevalent for fly tipping, the known costs of fly tipping in Havering was over £400,000 but the unmeasured costs were likely to be nearer to £1 million.

Officers outlined the causes of people fly tipping and examples of where CCTV had been erected in more remote parts of the borough. This had been successful in catching people fly tipping which had led to convictions in some cases.

#### **4. Overview of Residential Parking Schemes: Implementation and Enforcement**

Following a request from the Sub-Committee an overview of the implementation and enforcement of residential parking scheme in the borough was given at the meeting in January 2016. It was explained that requests for parking schemes could be received from residents, members or businesses.

Before any scheme was implemented, the area was assessed and a series of consultations were carried out. This included a presentation to the Highways Advisory Committee. Once any new scheme went live, enforcement was carried out during the first month with publicity of the new scheme. There were a number of projects that could contribute to a new parking scheme. The schools expansion programme was a project which required major consultation, as it included 8-9 schools that had project plans

The Sub-Committee noted that Civil Enforcement Officers (CEOs) acted as a deterrent. The Enforcement team was made up of 22 CEOs; however this was growing with the priorities in the borough. The team operated 7 days a week up until 10:00pm. The largest area of enforcement was around schools, the Sub-Committee noted that this had been increased to 2 CEO's however it was impossible to enforce at every school, every day.

#### **5. Obstructive Parking and Anti-Social Parking on the School Run**

At its meeting in March 2016, the Sub-Committee received a briefing paper on Obstructive Parking and Anti-Social Parking on the school run.

Obstructive Parking - The Sub-Committee was informed that the Traffic Management Act 2004 (TMA 2004) stated that to park across a dropped kerb was a parking contravention for which a Penalty Charge Notice (PCN) can be issued, however the legislation carried a caveat that stated only "unfriendly" parking was defined as a contravention. Unfriendly parking was where a vehicle was parked across a dropped kerb without the express authorisation of the property owner. It was noted that vehicles parked over dropped kerbs was a growing issue for Havering.

In Havering the friendly/ unfriendly issue had been historically managed through a system of positive assumption. This means that all residential dropped kerb parking was considered to be friendly and only considered unfriendly upon notification of that from a resident. A proposed solution was discussed which would look to relocate obstructive parked vehicles to a legal parking place nearby. Upon relocation the contractor would notify TRACE, an organisation operated by London Councils in partnership with the Police, so that owners of vehicles could report the vehicle missing and be informed of its new location.

It was noted that this proposal would be non-profitable, but would be beneficial for the public and it was hoped would change the attitudes of motorists.

Anti-social parking on the School Run – The Sub-Committee was informed that the situation outside many of the schools across the borough during the school run had become very dangerous.

Many illegal parking acts were traits of anti-social behaviour, and officers considered that current traditional civil parking enforcement regulation were not specific enough to manage this type of anti-social behaviour. It was noted that the existing enforcement regulation could be augmented with powers available within the Anti-Social Behaviour Crime and Policing Act 2014 via Public Space Protection Orders (PSPOs).

A full report on the proposal would be going to Cabinet which would give a full analysis of the school run problem, together with proposals to minimise the volume of vehicles entering a specific areas to stop and drop and collect children, via PSPOs and other complementary measures and activities.

## **6. Food Hygiene Rating Scheme**

An overview of the work of the Food Safety Division and the purpose of the Food Hygiene Rating Scheme was given in the presentation to the Sub-Committee at its meeting in January 2016.

The Sub-Committee noted that the Food Safety Divisions work consisted of:

- Food Hygiene Inspections.
- Food Standards Inspections.
- Investigation of complaints from members of the public.
- Sampling for analysis.
- Investigation of notifiable infectious diseases and/ or food poisoning.
- Education, advice, coaching, information and intelligence gathering.
- Feed Hygiene/ Standards Interventions.

It was noted that the number of food businesses operating in Havering had increased from 1586 in 2011 to 1892 in 2015. Each of these businesses was inspected on a regular basis according to food safety risk.

An overview of the Food Hygiene Rating Scheme Criteria was explained and how this fitting into the work of the Food Safety Division. The Food Hygiene Rating Scheme was a partnership between the local authority and the Food Standards Agency initiative for England, Wales and Northern Ireland. This helped consumers to choose where to eat out or shop for food by giving them information about the hygiene standards in food premises (found at the time of inspection). The scheme was simple to understand with a rating of “0” being the worst and “5” being the best. Simple words were used with each rating. The Sub-Committee was informed that ratings of 3, 4 and 5 were considered acceptable and the premises were “Broadly Compliant”. Where ratings of 0, 1 and 2 were given there would be follow-up enforcement activity carried out.

The Sub-Committee was informed that the scheme did not apply to businesses which did not supply food directly to consumers for consumption, “on” or “off”

the premise. This included manufacturers, packers, importers, exporters and business to business supplies. The scheme was also not applied to businesses which consumers did not normally recognise as food businesses (chemists and off licenses only selling drinks and wrapped food). However it was noted that where a chemist or off license had a fridge with food goods, the Environmental Health Officer would make a judgement at the inspection as to whether a rating needed to be applied.

## **7. Any other Business**

At its meeting in January 2016, the Sub-Committee received a report of the Performance Indicators within its remit for Quarter 1 and 2 of 2015. It was noted that each indicator was given a red, amber or green (RAG) rating. Of the eight indicators reported, six were rated green, one was rated amber and one was rated red.

The indicator rated red was "Number of fly tipping incident". It was explained that this was an area which was very difficult to enforce however the Council was continuing to use CCTV to attempt to identify offenders and would prosecute if an identity could be made.

### **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 Committee's work over the past year.

### **BACKGROUND PAPERS**

Minutes of meetings of Environment Overview and Scrutiny Sub-Committee



**Havering**  
LONDON BOROUGH

**ANNUAL REPORT OF  
THE HEALTH OVERVIEW &  
SCRUTINY SUB COMMITTEE**



## **HEALTH OVERVIEW AND SCRUTINY SUB-COMMITTEE ANNUAL REPORT 2015/16**

### **INTRODUCTION**

This report is the annual report of the Sub-Committee, summarising the Sub-Committee's activities during its year of operation ended May 2016.

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 Nic Dodin (Chairman)  
Councillor Dilip Patel (Vice-Chair)  
Councillor Gillian Ford (part of year)  
Councillor Jason Frost  
Councillor Linda Hawthorn  
Councillor Carol Smith  
Councillor Linda Van den Hende (part of year)

### **WORK UNDERTAKEN**

During the year under review, the Sub-Committee dealt with the following issues:

#### **1. PRIMARY CARE ISSUES**

- 1.1 Primary Care Strategy - The Sub-Committee prioritised at an early point scrutiny of the Clinical Commissioning Group's (CCG) primary care strategy for the borough. This covered issues such as use of NHS estate, weekend opening, establishment of two GPS hubs for Havering and the role of the GP Federation.
- 1.2 GP Contracts changes – Updates were given to the Sub-Committee on proposed changes to certain types of GP contracts. Negotiations around Personal Medical Services contracts, sought to offer greater ranges of services in key areas such as on-line access and Saturday practice opening and developments. These areas were closely monitored by the Sub-Committee, in conjunction with health service officers.

## **2. ST GEORGE'S HOSPITAL**

- 2.1 Throughout the year, the Sub-Committee sought to keep up to date with the plans for new health facilities at the former St George's Hospital site in Hornchurch. Updates were received from CCG officers on progress with the Outline Business Case for the project and the types of facilities that could be available on the site. Given the recent granting of planning permission for the development, it is likely that the Sub-Committee will scrutinise this matter further during the coming year. The Sub-Committee has also built a working relationship with NHS Property Services who have the current responsibility for the site.

## **3. INTERMEDIATE CARE**

- 3.1 NELFT services - The Sub-Committee has looked in detail during the year at the issue of intermediate care. Discussions were held with officers from the North East London NHS Foundation Trust (NELFT) concerning the Trust's Community Treatment Team and Intensive Rehabilitation Service, both of which were designed to support people in their own homes and hence reduce people's length of stay in and rate of readmission to hospital. Services such as nursing and physiotherapy were now available to people in their own homes and the Sub-Committee supported this as a positive development for local health services.
- 3.2 In-patient beds - The Sub-Committee also noted that intermediate care in-patient beds were now located at King George Hospital which, although not in Havering was an easier location to access for most Havering residents. Members of the Sub-Committee, with colleagues from Healthwatch Havering, visited Foxglove and Japonica wards of King George where the in-patient beds were located and were impressed by the facilities available.

## **4. URGENT CARE**

- 4.1 Vanguard project - The Sub-Committee welcomed the announcement that Havering CCG had, in conjunction with NELFT and the Barking, Havering and Redbridge University Hospitals' Trust (BHRUT) won funding for a Vanguard programme to develop urgent and emergency care. This would aim to use technology to allow people to book appointments or self-care via the NHS 111 service.
- 4.2 BHRUT Improvement Plan - The Sub-Committee has also scrutinised the improvement plan instituted by BHRUT. This included issues such as the Trust's new clinically-led management structure and new procedures for monitoring of performance. Scrutiny of the improvement plan also covered areas such as workforce recruitment and meeting appointment target times, both of which Trust officers agreed were challenging areas. The Sub-

Committee was supportive of the Trust's work as it sought to exit the Special Measures programme that had been applied by the Care Quality Commission.

## **5. NHS ESTATE ISSUES**

- 5.1 At its January meeting, the Sub-Committee was pleased to have discussions with senior officers from NHS Property, the organisation responsible for much of the NHS estate within Havering. The Sub-Committee scrutinised current intentions for sites including the Hulse Avenue Clinic in Collier Row and the Victoria Hospital site in Romford. Problems with patient parking at Harold Wood clinic were also scrutinised with officers.

## **6. CORPORATE PERFORMANCE INFORMATION**

- 6.1 The Sub-Committee, with the assistance of the Interim Director of Public Health, discussed progress made on a number of key performance indicators. Several of these had successfully met their targets including for numbers of accepted offers for HIV tests and schools achieving healthy schools awards. Difficulties with commissioning NHS Health Checks (where targets were still being met) and issues around performance and decommissioning of stop smoking services were also scrutinised.

## **7. MENTAL HEALTH SERVICES**

- 7.1 The work of the North East London NHS Foundation Trust (NELFT) has continued to be scrutinised this year. This included a detailed explanation of the Mental Health Liaison Service whereby patients attending A & E who exhibited mental health issues could be assessed by NELFT staff based within the department. Members also held a site visit to the Acorn Centre, the new base for Havering's Child and Adolescent Mental Health Services.

## **8. PUBLIC HEALTH BUDGET**

- 8.1 At its March meeting, the Sub-Committee, in conjunction with the Interim Director of Public Health, scrutinised the expenditure by the Council on public health services. It was established that services that received the most funding were health visiting, sexual health and drug & alcohol services. Given the current financial position, it was noted that some services would inevitably have to be decommissioned and the Sub-Committee discussed in detail the planned ceasing of the smoking cessation service, the reasons for this and what alternative services could be commissioned.

## **9. HEALTHWATCH HAVERING**

- 9.1 The Committee has continued throughout the year to enjoy a productive working relationship with Healthwatch Havering. Healthwatch has been offered regular agenda slots and a member of the organisation is present and permitted to ask questions at each meeting of the Sub-Committee.
- 9.2 Updates to the Sub-Committee - Healthwatch Havering presented to the Committee on a number of issues during the year. These included the organisation's annual report detailing how the organisation gathered the views of local residents and work the organisation had undertaken to ensure people with learning disabilities received satisfactory health services. A director of the organisation also explained to the Sub-Committee a new campaign that had commenced during the year to encourage people to give their views of local health and social care services.
- 9.3 Delayed Treatments Topic Group – It was agreed during the year that a topic group be set up, jointly with Healthwatch Havering, to investigate the reasons for the lengthy delays to some treatments at BHRUT. The review is currently in its early stages but has been welcomed by BHRUT who have been supportive of the scope agreed.

## **10. JOINT WORKING WITH CHILDREN AND LEARNING OVERVIEW & SCRUTINY SUB-COMMITTEE**

- 10.1 The Sub-Committee has on two occasions during the year under review (October and April) met jointly with the Children and Learning Overview & Scrutiny Sub-Committee in order to scrutinise matters relating to children's health. Matters scrutinised included the Children's Phlebotomy Service at Queen's Hospital where useful discussions were held with clinical staff from BHRUT. The Sub-Committee also scrutinised the Children's Emergency Pathway at the Trust and it was noted that some 36,000 children per year were treated in A & E at Queen's Hospital. The pathway and methods by which children were treated in A & E was explained in some detail to Members and included issues such as child protection and the transitioning of cases to more specialist hospitals if required.
- 10.2 Female Genital Mutilation (FGM) – The Sub-Committee was briefed by a Consultant Obstetrician at BHRUT on how the Trust dealt with issues of FGM, which were not as common in Havering as in areas of central London etc. Discussions with the Consultant and with the Council's Assistant Director – Children's Services covered areas including child protection investigations, training for staff on identifying suspected cases of FGM and the role of the Multi Agency Safeguarding Hub.

- 10.3 Amy Winehouse Foundation – The Sub-Committees were pleased to meet with the Resilience Programme Director of the Amy Winehouse Foundation who explained the work the Foundation undertook in a number of Havering schools to try and assist young people who may be vulnerable to substance abuse issues. The Foundation arranged workshop in schools for years 9, 11 and 12 focussing on self-esteem and related issues,
- 10.4 Other issues scrutinised – The Sub-Committees also scrutinised areas during the year including the availability of training for GPs on areas such as children’s dermatology and respiratory conditions. The transfer of 0-5 services whereby the Council had recently taken over responsibility for commissioning of health visiting and family nurse partnership services was also scrutinised. The Sub-Committees also scrutinised the Council’s Local Offer of services to young people and the website supporting this. The role and take-up of personal budgets for young people in Havering was also scrutinised in conjunction with officers from Children’s Services.

## **11. OUTER NORTH EAST LONDON JOINT HEALTH OVERVIEW AND SCRUTINY COMMITTEE**

- 11.1 Councillors Dodin, Ford, Patel and Van den Hende represented the Sub-Committee on the Joint Health Overview and Scrutiny Committee covering Outer North East London (ONEL) during the year. Working in conjunction with Councillors from Barking & Dagenham, Essex, Redbridge and Waltham Forest, this has allowed scrutiny of health service issues affecting more than one Council area. The following areas were among those considered at joint level.
- 11.2 Primary Care Co-Commissioning – CCG officers advised the Joint Committee that the commissioning of GP services were being delegated to CCGs and explained the governance arrangements for doing this, across the Outer North East London area.
- 11.3 Stroke Rehabilitation Services – Proposals for a new, streamlined pathway for stroke rehabilitation services were brought to the Joint Committee during the year. The Joint Committee broadly welcomed the proposals, feeling that they offered better outcomes for residents of the local area. Clarification was sought on the position with Essex residents whose nearest facility was located within Greater London.
- 11.4 Long Nursing Shifts – Following the raising of the matter by a member of the public, Directors of Nursing for BHRUT and Whipps Cross University Hospitals NHS Trust explained to the Joint Committee their policies on staff shifts and limits on hours worked, with a view to ensuring patient safety and staff welfare. Recruitment issues, particularly for nursing staff, were also scrutinised.

- 11.5 Moorfields Hospital move – At its April meeting, the Joint Committee held discussions with a director of the Moorfields Eye Hospital NHS Foundation Trust who updated on the planned move of the hospital to a new site. It was agreed to seek further updates on this project as it developed over the coming years.
- 11.6 Pre-Exposure Prophylactics – The Joint Committee also scrutinised the decision by NHS England not to fund availability of Pre-Exposure Prophylactics, a form of HIV prevention medication and made written representations to NHS England expressing concern over this decision.

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

## BACKGROUND PAPERS

Minutes of meetings of Health Overview and Scrutiny Sub-Committee and ONEL Joint Health Overview and Scrutiny Committee 2015/16.



**Havering**  
LONDON BOROUGH

**ANNUAL REPORT OF  
THE INDIVIDUALS OVERVIEW &  
SCRUTINY SUB COMMITTEE**

## **Individuals Overview and Scrutiny Sub-Committee Summary of work undertaken 2015/16**

### **INTRODUCTION**

This report is the annual report of the Sub-Committee, summarising the Sub-Committee's activities during its year of operation ended May 2016.

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 June Alexander (Chairman)  
Councillor Patricia Rumble (Vice-Chair)  
Councillor Ray Best  
Councillor Viddy Persaud  
Councillor Roger Westwood  
Councillor Darren Wise  
Councillor Keith Roberts

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

#### **1. Demand Management**

At its meeting in June 2015, the Sub-Committee received an update on Demand Management in Havering. A strategy to manage the growing demand and implementation was being developed and schedule for completion in July 2015. Demand Management was cross-cutting from Children to Adults. It was noted that demand management would also be done on a corporate level across all services.

A number of pilots had been approved that officers were developing as part of the "Big Ideas Campaign".

#### **2. Provision of Care now and in the future**

The Sub-Committee received a report at its meeting in September 2015 detailing the Future of Care at Home. The current framework arrangements had been in place for three years and were due to expire in March 2017.



A number of factors needed to be addressed including the expectation of the user, the specification of care needed and what could be provided, capacity issues of care workers, as well as the retention of staff. Another issue which needed to be considered was the large geographical area of Havering, as parts of the borough were difficult to reach, and so it was particularly challenging to place care packages, due to the remote locations and lack of residents nearby, requiring support too.

The Council wished to take a co-production approach working with providers, users and other stakeholders, to inform and to shape a sustainable model. Adult Social Care Commissioning had organised meetings with care providers to begin the discussions and contact had been made to determine what rates providers were paying their staff and whether travel times were reimbursed,

The Sub-Committee noted that rather than specifying exactly what the service would look like, it would be more defined to the outcomes by working with providers and users to determine how to meet the needs.

### **3. Information and Advice and Carepoint**

At its meeting in September 2015, the Sub-Committee received a presentation setting out the updated information and advice service in Havering. The aim of the service was to offer information and advice that helped people to improve their wellbeing and which prevented or delayed the need for care and support. It was proved that early intervention/ information prevented the need for dependence on services.

The Sub-Committee noted that the new offer was to bring information and advice to the community via a central hub together with outreach across the borough.

At its meeting in March 2016, the Sub-Committee received a report and presentation on information and advice about how care and support was being delivered within Havering. It was noted that information and advice was fundamental to enable people, carers and families to take control of, and make well-informed choices about, their care and support and how they would fund it.

The Sub-Committee was informed that the service would operate from community hubs around the borough, but after initially considering three fixed venue hubs, the approach had shifted to having one fixed hub and to work instead on building outreach to places already visited such as libraries, children centres and Queens Hospital. The main information and advice hub, based at MyPlace, Harold Hill, was open Monday to Friday, 9am to 5pm with late opening until 7pm on a Wednesday. Specific outreach locations would be advertised and run on an ad hoc basis.

The Carepoint website had also been redesigned and launched in December 2015. Visits to the website had increased as it was now co-produced by service users. The marketing of the new service would commence in Spring

2016. The aim of the service was to deal with enquiries at the frontline and avoid putting pressure on statutory services.

#### **4. Adults Annual Complaints Report**

In September 2015, the Sub-Committee received the Adult Social Care Complaints, Comments and Compliments Annual Report 2014/15. It noted that there had been an increase in the number of Ombudsman referrals and the highest number of complaints received was within the Prevention and Assessment Team.

The Sub-Committee noted the action plan and the work to be continued.

#### **5. Safeguarding Adults**

At its meeting in January 2016, the Sub-Committee received a presentation on Safeguarding Adults. It was noted that the introduction of the Care Act 2014, had put adults safeguarding on a statutory footing for the first time.

This had laid the foundation for change in the way that care and support was provided. It encouraged greater self-determination, so people maintained independence and had real choice. More emphasis was put on working with adults at risk of abuse and neglect so they had greater control in their lives to both prevent it from happening and to give meaningful options of dealing with it should it occur.

The Deprivation of Liberty Safeguards (DoLS) was part of the Mental Capacity Act 2005. It was noted that the levels of DoLS referrals and reviews had increased from 33 in 2013/14 to 417 in 2015/16. This was attributed to better assessments, and was in line with the national figures.

The Sub-Committee was informed that the Havering Safeguarding Adults Board was now a statutory board with strong leadership. The main bodies included the CCG, Police, and the Local Authority. A draft action plan for 2016/17 had been developed, to ensure that there was early intervention rather than safeguarding allegations.

#### **6. Homecare Services provided by Tapestry**

The Sub-Committee received a brief from the Chief Executive Officer of Tapestry at its January 2016 meeting. An overview of the Home Care Services available in Havering was provided, however it was noted that Tapestry was more than just a Home Care provider. The service was a prevention service, focussed on individualised care and support. It would work with people to keep them active, healthy and connected in their own homes.

It was noted the new Customer Relationship Management (CRM) system, included a live roster system, managed all care and support through smart devices and it was hoped that outcome data could be produced from the system from April 2016.

Tapestry was working closely with external advisors to establish outstanding levels of service provision. They were awaiting a CQC assessment and hoped to be rated as outstanding.

Other services provided by Tapestry included a new food service which was capable of providing specialist food to individuals. This could be for individuals who had been discharged from hospital and required food prepared in a particular way.

## **7. Integrated Social Care Team**

The Sub-Committee received a progress report on Integrated Social Care Teams, at its meeting in March 2016. This focussed on the multidisciplinary service integration around Havering.

The Barking, Havering and Redbridge CCG Integrated Care Coalition “Case for Change” set out the plans for the shift of resources from acute to community and to provide better care and services closer to peoples’ homes. The locality model used was based on the six clusters of GP practices co-locating health and social care staff wherever possible, to ensure that multi-disciplinary working was embedded in daily practice, as well as through multi-disciplinary meetings.

The Sub-Committee was informed that the locations for the integrated teams were:

- Cranham Health Centre, Avon Road
- Harold Hill Health Centre, Gooshays Drive
- Romford Health Centre, Main Road
- Elm Park Health Centre, Abbs Cross Road

It was noted that the teams at Cranham and Harold Hill had already been located and had been successful. Social Care staff had been co-located with health staff, and home visits were still being carried out. The NHS number of clients would be used to ensure that there was no duplication across the integrated service.

## **8. Any other business**

At its meeting in January 2016, the Sub-Committee considered the Corporate Performance Report for Quarters 1 & 2 of 2015. It was explained that the report identified where the Council was performing well (Green rating) and not so well (Amber and Red rating). The Sub-Committee noted the improvements across a number of indicators and that there were particular challenges for Havering in the take up of direct payments for older people. It also noted that there was an increase in the number of people in the 85+ age range going into a permanent residential/ nursing care setting.

In January 2016, the Sub-Committee considered the continuing issues with the Dial a Ride service in Havering. Transport for London (TfL) had met with senior officers of the Council with regards to a suggested pilot. It was noted that TfL had stated that there would be three phrases that they would wish to achieve. These included:

- a move to a strategic customer focused complaints and feedback service for all social transport needs including Dial a Ride, Taxicard, Capital Call, rather than manage them separately.
- Work to introduce a single booking service for all of the above services.
- Seeking to expand the role of the operation and who the suppliers of the operation were. This was likely to be broken down into regional chunks, but not necessarily one per Borough. It was possible that Havering could be considered for one of these regional hubs.

The Sub-Committee met with senior officer and at the Sub-Committee meeting in March 2016 a letter was agreed and sent to all candidates for the Mayor of London, inviting them to visit Havering and to discuss the matter.

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

## BACKGROUND PAPERS

Minutes of meetings of Individuals Overview and Scrutiny Sub-Committee.



**Haverling**  
LONDON BOROUGH

**ANNUAL REPORT OF  
THE TOWNS & COMMUNITIES  
OVERVIEW & SCRUTINY SUB  
COMMITTEE**

## **Towns and Communities Overview and Scrutiny Sub-Committee Summary of Work Undertaken 2015/16**

### **INTRODUCTION**

This report is the annual report of the Sub-Committee, summarising the Sub-Committee's activities during its year of operation ended May 2016.

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 Lawrence Webb (Chairman)  
Councillor Linda Hawthorn (Vice-Chair)  
Councillor June Alexander  
Councillor Michael Deon Burton  
Councillor Jody Ganly  
Councillor Steven Kelly  
Councillor Roby Misir  
Councillor Carol Smith  
Councillor Frederick Thompson

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

#### **1. Private Rented Sector Landlord Topic Group Report**

The Sub-Committee received a report from the Private Rented Sector Landlord Topic Group that contained the findings and recommendations that emerged following the Topic Group scrutiny of the subject selected by the Sub-Committee in July 2014.

The Topic Group had considered options of introducing methods to monitor and control the activities of private rented sector landlords in the borough.

The scope of the Topic Group comprised analysing information to identify hotspots of demographic trends and private rented sector activity.

The Topic Group's recommendations were based on intelligence and evidence of good practice and included identifying an appropriate Licencing Scheme for Havering.

The Sub-Committee **agreed** that the report of the Topic Group be passed to Cabinet for further decision.

## **2. How Anti Social Behaviour is dealt with in the borough, specifically relating to Council Tenancies**

At its meeting in August 2015, the Sub-Committee received a briefing report on Anti-Social Behaviour and Council Tenancies.

The report informed Members of progress with combating Anti-Social Behaviour (ASB) within the Council's housing stock.

Anti-social behaviour (ASB) was a broad term used to describe the day-to-day incidents of crime, nuisance and disorder, from litter and vandalism to public drunkenness or aggressive dogs, to noisy or abusive neighbours.

It was noted that such a wide range of behaviours meant that responsibility for dealing with anti-social behaviour was shared between a number of agencies, but particularly the Council and the Police.

The Sub-Committee was informed that a review of the current Housing Tenancy Terms and Conditions was in progress. The project was at an early stage and would include a full and extensive consultation process.

Members noted that dealing with ASB within the Council's housing stock was a significant part of the Council's overall ASB strategy but it should not be looked at in isolation as the Council's Crime and Disorder strategy comprised a number of separate methods that were available to tackle ASB.

The Sub-Committee was informed that the recently enacted Anti-Social Behaviour, Crime and Policing Act 2014 had introduced a series of new powers to assist with combatting ASB. One aspect was the amendment to the Housing Act 1985 in respect of secure tenancies (as used by Councils) to provide for absolute possession of a property, where ASB or criminal behaviour had already been proved in another court. This would also enable social landlords to expedite possession proceedings where another court had proven significant anti-social behaviour or criminality in the locality of the property.

These included situations where a Tenant or their visitor was found to be:

- In breach of a Court Undertaking and / or Civil Injunction;
- In breach of a Court Ordered Criminal Behaviour Order;
- Convicted of Breaching a Noise Abatement Notice;
- Subject to a breach of a Closure Order.

The Sub-Committee also noted the Housing Services had a Prevention and Diversionary Strategy for dealing with Council tenants. The Service took an intelligence led approach to identify hot spots and to target resources.

The Service worked closely with partner agencies to both prevent and resolve ASB alongside the Community Engagement Team who had organised a number of events such as Job Clubs and other initiatives to help reduce unemployment and to provide diversionary projects to prevent ASB such as the Football Academy and 'Family Boot Camp' schemes.

Following the presentation, Members agreed to form a working group to understand the issues, review cases and contribute to the current review project.

The Sub-Committee **noted** that the Councillors June Alexander, Linda Hawthorn, Jody Ganly, Linda Trew and Lawrence Webb would comprise the working group.

### **3. A review of how well Council Housing manages major works to peoples' homes**

Following a request from the Sub-Committee, the Housing Property Services Manager provided Members with a review sample of cases where problems had occurred during the course of the delivery of major works projects to Council owned stock.

The Sub-Committee noted that the piece of work also outlined measures that were undertaken to remedy issues as they occurred, what themes were common and lessons learnt as a result of the completed examination.

The presentation focused on two projects for the case study; the refurbishment of kitchen and bathrooms in occupied premises in various locations and the retrofit of insulation and associated refurbishment work to non-traditionally constructed houses. Both projects were completed during the 2014/15 Decent Homes Backlog Funding (DHBF) programme.

The review identified that in the case of the kitchen and bathroom contract, a series of common themes associated with poor performance was experienced during the project, these included:

1. Disruption and inconvenience caused by the works
2. Failure to adhere to agreed timescales for works
3. Poor quality of finishing
4. Lack of respect to residents
5. Inability to communicate



## 6. Failure to keep promises to rectify problems in a timely manner

The case studies had also noted the lessons learnt from both issues of poor performance and where one of the projects had delivered a successful outcome for both residents and the Council.

The Sub-Committee noted the following in the areas of good practice, derived from the insulation to non-traditional housing contract:

- Longer preparation time to engage supply chain scrutiny – main contractor's sub-contractor selection.
- Contractual enforcement of terms and conditions in sub-contractor's selection.
- Detailed guidance to residents on the disruptive nature of the works and service adjustment arrangements which could be accommodated – shift workers, adjoining owner notices etc.
- On site presence of contractor's site manager in a single locality to allow for residents to access face to face in the event of a problem.

The case study covering the kitchen and bathroom project outlined that the issues associated with difficulties were largely attributable to unsatisfactory contractor performance.

The Sub-Committee noted that language barriers among contractors working on site were a major concern not only from a communication perspective but also from a health and safety viewpoint.

The case study further identified a weakness in the pre-survey process undertaken by the Council initially, and later by the contractor. The current processes only focused on potential matters affecting progress and did not cater for issues which impacted on the well-being of the resident.

The Sub-Committee also noted that the service was currently amending the pre-survey process to have greater emphasis on matters such as safe storage of resident's belongings, working patterns etc. Further to the briefing, the Sub-Committee agreed to form a working group to undertake a forensic examination of issues that were raised by tenants.

The Sub-Committee **noted** that Councillors June Alexander, Michael Deon Burton, Linda Trew and Lawrence Webb would form the working group with officers. Following the introduction of the Green Belt Topic Group, this working party was suspended.

#### 4. Romford Market Transformation

Following the completion a requisition process, the Sub-Committee received a briefing on the transformation strategy for Romford Market.

It was announced that £1 million of funding had been secured for the market transformation work from the London Regeneration Fund.

A number of workstreams had commenced including exit interviews with traders who were no longer working on the market and the appointment of an architect to develop the detailed design proposals.

The Sub-Committee was informed that all funds would need to be allocated within two years and as such a detailed financial forecasting was been developed.

The Sub-Committee commended officers on successfully securing the funding.

At a further meeting, the Sub-Committee was informed that the aim of the programme was to deliver a best in class market experience that would regenerate the Market Place and also act as a catalyst for growth leading to an improved business rate base and to increase the quality of offer to the trader with modern stalls - new stalls which would look streamlined but could be adapted to a whole range of product offerings

It was noted that the delivery of the programme would benefit the Market Place with an increase in visitor numbers and retail spend across Romford with a focus on becoming more family friendly and appealing to discerning shoppers.

A part of the plan would provide for a seven day food and beverage availability on permanent catering units in the Market place. It was envisaged that this part of the programme would bring an increase in dwell time within the Market Place and Town Centre which would make the market the heart of the town.

The Sub-Committee was informed that with the delivery of the programme, an increase in long term revenue streams for the Council would also be achieved.

It was noted that with these improvements and new layout, the transformation programme intended to deliver a multi-functional public space in the Market Place that would be an attractive space with appropriate seating and lighting.

The Sub-Committee **NOTED** the position.

## **5. Harrow Lodge Lake**

At its meeting in January 2016, the Sub-Committee received a briefing per on the Lake at Harrow Lodge Park.

The Sub-Committee was informed that the Council had invested in Harrow Lodge Park in order to seek Green Flag status for the park. A Friends of the Park group had been set up to increase community involvement in the facility.

The Sub-Committee noted that there were some problems in the park due to pollution of the river and lake and work was under way to ensure Thames Water took remedial action. Pollution entered the river through surface water drains and it was felt that this may be due to either misconnection from nearby residential properties or local businesses not disposing of their waste correctly. Thames Water was trying to determine the source of the pollution and it would then be for the Council's Environmental Health section to take enforcement action. There would however be significant resource implications involved. It was confirmed that Thames Water and the Environment Agency had undertaken marketing campaigns about the pollution issue.

A further problem of note was that, in times of heavy rainfall, sewage could seep up from pipes into the park area itself. Thames Water did clean up these instances but the Council was looking at longer term solutions. The Leader of the Council had also met with Thames Water and the Environment Agency about this issue.

It was noted that it was preferable not to remove swans from the lake unless they were in obvious distress even though some swans and ducks had died in recent years. A Member added that some swans had in fact been removed to a swan sanctuary. Aerators had been installed in the lakes in order to improve the oxygen level in the water and a lake had also been desilted in order to preserve wildlife.

The Sub-Committee noted that there was no regular monitoring of pollution levels at the lake although both the Swan Sanctuary and the Environment Agency had done this in the past. The Environment Agency had confirmed however that they would not undertake the work regularly.

The Sub-Committee was informed that Thames Water had commissioned consultants to undertake a study of the lake to look at solutions to the issue and their findings was due in April 2016. The Council would consider the report and respond once it had been received.

It was agreed to keep the Sub-Committee updated on the matter.

## **6. Romford Leisure Development**

The Sub-Committee received a presentation on the enabling works for the Romford Leisure Development been undertaken by Morrisons on the Western Road site in Romford. The work had involved moving an electricity substation and taking the side off one of the office buildings. Practical completion of these works was expected at the end of January 2016.

The Leisure Centre building works were being undertaken by Wilmott Dixon, and were due to start 4-6 weeks after practical completion and the new Leisure Centre was due to open by May 2018.

The Council was currently tendering for the management of its sports and leisure facilities, at this stage it was not clear who the operator of the new Romford facility would be.

The Sub-Committee noted that the facility mix would include a 25 metre, 8 lane pool, with a moveable floor covering half of the pool; approximately 200 seats alongside the pool; a leaner pool; sauna and steam facilities; a 100 station gym; a dance studio and bike pinning room; a café and an ice rink with approximately 800 seats.

The Sub-Committee was informed that the appointed operator would undertake the fitting of the centre following completion.

Members sought clarification that a thorough evaluation of tenders would be undertaken in order to ensure the figures and capital investment plus equipment leasing were not detrimental to the returns due to the council.

## **7. Council Motion on Article 4 Direction**

Following the resolution of Council, a report had been referred to the Sub-Committee to consider the issue of walls which had been erected at the front of a property in the borough and any action that could be taken as a consequence.

The report detailed that a complaint was received regarding high boundary walls that had been erected at the front of a residential terraced house in Rainham. The issue of whether the particular walls fell under permitted development was still being considered. It was considered by officers that the examples of the walls provided insufficient justification of a problem that required the removal of permitted development rights across the borough in relation to walls and fences and that such a proposal was unlikely to be supported by the Secretary of State and would have resource implications.

In terms of whether the wall needed planning permission or not, staff had sampled relevant appeal decisions across the country and it appeared that any wall/fence perpendicular rather than parallel to the highway was not “adjacent” and would likely be permitted development if it was not considered a danger to users of the highway.

The Sub-Committee noted that there was little guidance or precedent in relation to the issue of danger. Staff were of the view that a high wall/fence that obstructed the view of pedestrians to any vehicle leaving the site and vice versa could be a danger. In the circumstances, staff had sought a legal opinion on whether any part of the wall needed planning permission before deciding whether any action could be taken and if so in what form.

The Sub-Committee was also informed that another important consideration was that an Article 4 direction in relation to front walls and fences would result in an unknown number of planning applications being required to be submitted should residents wish to put up a new boundary treatment or replace existing.

An Article 4 direction could result in significant resource implications for the Planning Service. The outcome would be disproportionate to the comparatively isolated frequency and scale with which householders sought to use permitted development rights for front walls and fences in a way which, by any measure, was markedly and unreasonably harmful to their neighbours.

It was considered that there was insufficient justification for an Article 4 direction covering the whole borough with a likely outcome that any Article 4 direction would not be supported by the Secretary of State.

The Council resolution asked the Sub-Committee to consider and recommend any action to Cabinet, but due to the conclusion that the erection of front walls and fences was unlikely to adversely affect the character of the borough or residential amenity, no action was recommended. It was therefore recommended that no further action be taken in relation to Article 4 directions and that subject to legal advice, action on the walls may be taken on the grounds of highway safety.

A Member was of the opinion that enforcement action be taken against the walls in the public interest (even if as a test case) to resolve the problem and avoid the need for an Article 4 direction.

The Sub-Committee noted the report and agreed that no further action be taken until legal advice was received by officers.

It was also noted that the Sub-Committee would be updated on any developments on this matter.

## **8. Cabinet Report updates**

In accordance with the Council's Continuous Improvement Model, the Sub-Committee received presentation updates on the following Cabinet reports. Following the officers update, the Sub-Committee decided not to take the individual items any further:

- **GLA Big Green Funds & HLF Landscape Partnership Funding**
- **Beam Park Housing Zone Proposals**
- **The Mayor's Outer London Fund**
- **Harold Hill Ambitions Programme**
- **Harold Hill Ambitions Learning Village**

## **9. 2016/17 Local Implementation Plan Programme**

A detail of the 2016/17 Local Implementation Plan (LIP) programme was outlined to the Sub-Committee at its meeting in March 2016.

The Sub-Committee noted that each year, the Council bids to Transport for London (TfL) for funding for its transport projects and programmes.

The Council had to spend the funds in line with the criteria set out by TfL and against a background set out in the Mayor's strategies (mainly for planning and transport. The Council spent the allocation in accordance with its transport policy which was approved by TfL.

The Sub-Committee noted that following Cabinet Approval last July and formal Lead Member sign off, officers submitted Havering's 2016/17 LIP Annual Spending Submission to TfL for consideration.

In December 2015, the council received confirmation that TfL had approved Havering's 2016/17 LIP Programme valued at £2.826 million.

The council's 2016/17 allocation would be expedited as follows:

- £2.247m "Corridors, Neighbourhoods and Supporting Measures" programme; these were comprehensive schemes and local area improvements. These schemes were to tackle congestion by smoothing traffic flows, measures to assist freight, contribute to regeneration, delivery of environmental improvements and safety as well as projects involving spaces used by several road users, cycling, walking, bus reliability and bus stop accessibility. It also covered 'Smarter Travel' schemes such as school and workplace travel plans, travel awareness initiatives, road safety education, training and publicity schemes.

- £479k “Principal Road Maintenance”; this focussed on highway surface improvements to Havering’s Principal Road Network. This was based on condition surveys to determine how much of the Principal Road Network across London required structural maintenance.
- £100k “Local Transport Funding”; for spending on projects of the Council’s choice that supported the delivery of the Mayor’s Transport Strategy.

## **10. Topic Group Update**

The Sub-Committee currently had the following two Topic Groups running:

- **Anti-Social Behaviour in Council Properties**  
The Group had met with officers on three occasions and a report was been drafted. The Group was opportune to participate in the review of the Tenancy Agreement for council tenants.
- **Green Belt Topic Group**  
Following an all Members briefing on Green Belt Policy in December 2015, the Sub-Committee decided to scrutinise and better understand the process involved in Green Belt land designation within the Local Plan system. There were 14 Members on the working party. The Group had undertaken a tour of the designated green belt land across the borough. The Group was recently provided with a briefing note that gave an update on the approach to the Green Belt Study that was being undertaken as part of the evidence base for the emerging Local Plan.

## **11. Any other Business**

At its meeting in January 2016, the Sub-Committee received a report of the Performance Indicators within its remit for Quarter 1 and 2 of 2015. It was noted that each indicator was given a red, amber or green (RAG) rating. Of the eight indicators reported, six were rated green, one was rated amber and one was rated red.

The Sub-Committee received the Performance Indicators within its remit for Quarters 1 and 2 of 2015. It noted that each indicator was given a red, amber or green (RAG) rating.

The report detailed 21 Corporate Performance Indicators under the remit of the Towns and Communities Overview & Scrutiny Sub-Committee. These related to Regulatory Services, Policy and Performance, Culture & Leisure, Housing, and Economic Development.

An indicator was currently showing an amber RAG status “Percentage of major applications processed within 13 weeks”. The Sub-Committee was informed

that the performance would be monitored closely to identify any trends over a longer period as two quarters' figures were not indicative of a pattern.

Another indicator "Percentage of appeals allowed against refusal of planning permission" was currently recorded as a red status. The Sub-Committee noted that better pre-planning of major applications in order to avoid revisions and ensure a quick turn-round of the validation process when applications were received and had been implemented.

## 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 Towns and Communities Overview and Scrutiny Sub-Committee





**Havering**  
LONDON BOROUGH

**ANNUAL REPORT OF  
THE CHAMPION FOR THE ARMED  
FORCES**

## **ANNUAL REPORT FOR THE MEMBER CHAMPION FOR ARMED FORCES 2015/16**



### **Armed Forces Day Parade**

On Saturday, 27 June 2015 a record crowd of approximately 5,000 people watched representatives of the Paratroopers, Army, Navy and Royal Air Force Cadets march through Romford Town Centre. They were accompanied by members of the Romford, Elm Park and Hornchurch British Legion and a marching band. The Army Reservists 71 Signal Regiment which is now based in London Road was also on parade.



## **World War 1 Commemoration Events**

The Council has continued to commemorate the Centenary with particular regard to the 6 key commemoration dates as identified by the Government. As these dates fall outside the period covered by this report the WW1 calendar of events for this period is not as full as that of last year.

However, in addition to the long term WW1 centenary projects, improvements to the borough's main war memorials and the online diary, published by Havering Local Studies Library will continue and will go on through to 2018. The diary can be viewed following this link: <https://arena.yourlondonlibrary.net/web/havering/world-war-one-diary>

## **Havering Show**

Residents attending the Havering Show in 2015 were able to enjoy a taste of something new when husband and wife duo Chrissy and Martin Simmonds brought their Victory Arms act to the Harrow Lodge Park event.

The couple, from Gidea Park, perform as pub landlady Joaney and her glass collecting dogsbody Albert, setting the scene in the east end of London during World War One at the Victory Arms pub.

A wartime bombing the night before has left everyone a little bruised but relatively unscathed, and to cheer things up, somebody calls for a song, and that leads to a cockney knees up sing-song, aided by a guitar, ukulele and accordion. Much is quite rightly made of the tragedy of war however it was nice to also reflect the community spirit that would have been shown by those serving on the home front.

## **RJ Mitchell**

The R.J. Mitchell Primary School in Hornchurch, named after the designer of the iconic Spitfire fighter, had a formal re-opening ceremony on Friday 25 September, following an extensive re-building programme.

The school is situated on the site of RAF Hornchurch, a key airbase in the Battle for Britain. The school is extremely proud of its association with the RAF, and has recently been entrusted with the archives of the RAF Hornchurch Association. The school's new building pays homage to its link with the RAF in its design which includes a runway corridor, and glass etched aeroplanes on the entrances of the classrooms. The opening ceremony featured fly-pasts of military aircraft, including a

spitfire, and was attended by the Commanding Officer of RAF Northolt and Rt. Hon Iain Duncan Smith MP, whose father, Squadron Leader Wilfrid George Gerald Duncan Smith (known as “Smithy”) was based at RAF Hornchurch during the war.

### **Ingrebourne Valley Visitor Centre**

Spitfires were back in Havering just a month later in October at the opening of the Ingrebourne Valley Visitor Centre which attracted more than 3,500 visitors. In recognition of the sites historical significance there was also a WW1 exhibition and themed performances

### **Army Reserves Campaign**

The Council helped promote an Open Evening for 71 Yeomanry Signals Regiment, based in Romford in Romford in November. The event provided potential recruits with information on what is involved to join the Army Reserves, including the pay and benefits, as well as an opportunity to look at some of the equipment used by 71 Signals along with interactive stands demonstrating weapons systems and drill.

### **Bereavement Services Memorial Service**

Havering Bereavement Services remembered the borough’s civilians who lost their lives during the Second World War in Havering and elsewhere on April 19<sup>th</sup>.. The event will take place on the 75<sup>th</sup> anniversary of a bombing raid in which the Municipal Borough of Romford suffered 127 casualties, 44 of which were fatal. This was highest number of civilian casualties in any one night, during the 1939 to 1945 conflict. Ninety three houses were demolished and more than 2,000 damaged.

A short interdenominational Service of Remembrance was held at Romford Cemetery, led by the Mayor’s chaplain, the Reverend David Banting. The Mayor, Andrew Rosindell MP, members of the Romford branch of the Royal British Legion, the Salvation Army band and pupils of Crownfield Junior School were in attendance, as were relatives of some of the victims who lost their lives in the raid.

## **Armistice Day Parade and Service**

Remembrance Sunday services across the borough saw thousands of people come together to honour the nation's servicemen and women.

Services took place in Romford, Hornchurch, Elm Park, Upminster, Harold Hill, Harold Wood and Rainham.

Councillor Brian Eagling, Mayor of Havering, laid a wreath on behalf of all Councillors and staff at Romford's War Memorial in Coronation Gardens.



## **Councillor John Crowder**



**Havering**  
LONDON BOROUGH

**ANNUAL REPORT OF  
THE CHAMPION FOR EQUALITIES &  
DIVERSITY**

## **ANNUAL REPORT FOR THE MEMBER CHAMPION FOR EQUALITIES & DIVERSITY 2015/16**

I am pleased to report on my second year as Council Champion for Equalities and Diversity. Much has happened across the Borough and the Council's Corporate Equalities & Diversity Team has provided an appendix to this report, for which I am grateful.

### **Visits to Groups in the Borough**

Over the past year, I have continued to forge good relationships with several groups from the local community.

Havering Asian Social Welfare Association (HASWA) faced a challenging year after uncertainty over funding and I was able to assist with several issues during the interim period until Lottery funding took over.

I have attended a variety of events organised by Havering MIND, assisted in raising money for the organisation and have been pleased to meet a variety of volunteers who work with the organisation and empathise with users of the service.

“First Step” invited me to several of their events and I continue to work closely with this group to raise their profile in the Borough.



*First Step “Tasty Treats” event*



*The Bishop of Barking joins members of the congregation*

I was recently appointed to the Council's Standing Advisory Committee on Religious Education which will help build upon and develop links with the Faith communities in the Borough. In my own Ward of Elm Park, the local Councillors participated in a "Community Clean Up" with members from the local churches.



*Councillors and local Church members join in a "Community Clean Up" in Elm Park*

## **Elm Park Fiesta**

This year's Elm Park Fiesta, organised by the Elm Park Regeneration Group, took place in early June. The stalls and events included representatives from groups such as Tapestry, Havering MIND and Guide Dogs for the Blind and the entertainment was multicultural, with crowds enjoying entertainment from Bollywood dancers and the Gospel Choir:





*Bollywood Dancers at the Elm Park Fiesta*



*Elm Park Gospel Choir*

## **Individual Cases**

I feel that one of the most important aspects of my role as Champion for Equalities & Diversity is to help individuals.

This year, I worked very closely with a disabled resident who was unable to gain access to Hornchurch Country Park on his mobility scooter due to concrete bollards obstructing the footpath. Happily, I was able to work with Council Officers to get the bollards removed, a dropped kerb installed and now this resident and others are able to enjoy the Country Park again.

I have also assisted a victim of domestic abuse with housing problems and advised her how to integrate with the local community after being re-housed from another Borough.

The current campaign is to petition for banking facilities to be restored to Elm Park Town Centre as this is a vital local service for many of our elderly residents who cannot easily access online facilities or travel to larger town centres. The Ward Councillors are currently in negotiation with officers in the Council's Regeneration team to improve not only banking facilities, but local stores in the area.

In the future I hope to continue to get to know more individuals and organisations that work alongside Havering Council and aspire to be inclusive and give cohesion to our community.

**Councillor Stephanie Nunn**

## REPORT of THE CORPORATE EQUALITY AND DIVERSITY UNIT, 2015/16

The Council's E&D activities for the forthcoming year are set out in the Single Equality Scheme Action Plan and Service Plans. These activities are monitored throughout the year by the Corporate Diversity Management Group (CDMG) and Services. This report highlights the main achievements in 2015-16.

### **Objective 1. Understanding the needs of Havering's diverse communities**

The Council continues to develop and refine its demographic data this information is invaluable in helping the borough understand how our communities are changing and assists the organisation in planning for future need.

Housing undertook a borough wide survey capturing the latest profiling data of respondents and intends to use this to improve existing customer data. The Housing service is also monitoring community engagement initiatives and consultation exercises to ensure we are shaping our services for the benefit of all our residents and service users.

An Equality Impact Assessment (EIA) was undertaken to inform the tender to deliver leisure services across the Borough, one of the main service objectives for the new provider is to increase opportunities for people from all parts of the community to participate and become involved in sport and physical activity

The Council is committed to engaging communities in its decision-making processes. As part of the voluntary sector spending review each individual proposal was subject to an EIA which set out how the Council will work with providers and service users to ensure the impact of the loss or reduction of service was minimised as far as possible. Where possible, the Council's overarching approach to achieving the target savings necessary from the voluntary sector review has been to focus its limited resources on those with the greatest needs and bringing together existing disparate arrangements to allow as many services as possible to continue being delivered but in a manner that is more cost effective to the local authority.

### **Objective 2. Improving the life chances for all, particularly for the most vulnerable**

Learning and Achievement service continues to provide support to families of children with SENs The service addresses SENs in local mainstream provision

- Supporting schools in making provision for a range of needs, including but not limited to visual impairment, hearing impairment and language difficulties.

Since 2015, Universal Credit was implemented in phases across London. Havering went live in February 2016. Partnership working with the Department for

Work & Pensions, customer representatives groups and Landlords has been robust and effective in ensuring a smooth introduction for this new Credit. Personal budgeting support and advice is provided by Homes & Housing as well as independently through a number of organizations which can be found on Havering's Universal Credit web pages.

The Council and its partners continue to provide support to people experiencing domestic violence in the borough through a variety of initiatives

- **The Domestic Violence Advocacy Project** provides advice and support to domestic violence victims and their families living and working in Havering. For the year 2016-17 Havering Women's Aid have agreed to a baseline target of 365 clients accessing the service. The service provides two hour drop in sessions five days a week with four sessions in the morning and one in the afternoon to improve access to provision. The service is accessible by female victims of domestic violence which is an umbrella term covering domestic violence and abuse, sexual violence, female genital mutilation, forced marriage and 'honour'-based violence, prostitution and trafficking, sexual exploitation, sexual harassment and stalking.
- **The Domestic Violence Support Group Service** provides four eight week support groups for female victims of domestic violence living or working in Havering. Havering Women's Aid have agreed to a baseline target of 115 clients accessing the service in 2016-17. The support groups provide a safe space for the female clients to discuss their experiences with other victims as well as domestic violence specialists.
- **The MENDAS (Men's Domestic Abuse Service)** project provides advice and support to male victims of domestic violence living and working within the Borough. Although domestic violence is widely considered a gendered crime as it is predominantly women who are identified as victims we recognise that there are male victims in the Borough who seek to access services and that more men are coming forward as a result of improved awareness. It was also considered a great barrier to men seeking access to domestic violence services for the project to be widely known as 'Women's Aid.' MENDAS seeks to remedy this by providing a dedicated helpline for men. Sessions are held at identified drop in centres across the borough and Havering Women's Aid, as the provider have agreed to a baseline target of 100 clients accessing the service. As an aside, since the project started there were a very small number of clients accessing the service but we now have regularly 10-15 men accessing support every month which indicates that local awareness is improving.
- Havering Women's Aid provide data submissions as part of the SLAs with a number of outcomes identified, including the number of victims supported back into work or training, the number of referrals to other agencies, the number of victims supported etc.
- Community Safety currently fund one IDVA who is collocated in the Court. Independent Domestic Violence Advisors (IDVAs) work with

victims/survivors of domestic abuse from all backgrounds. They provide a support and advocacy service and are highly skilled specialists in domestic violence.

The London Borough of Havering ran their first ever Serious Group Violence Conference. The conference brought together professionals from all services to build networks and strengthen the delivery of services

We are supporting our Junior Citizens building upon our success of last year's programme

- More than 1,400 pupils from year six classes across the borough will be learning to protect themselves from knife crime, drugs, and other potential dangers while taking part in the Junior Citizen Project, run by Havering Council and the Police. Junior Citizen was created out of a desire to educate young people at a crucial point in their educational and social development right before the move into secondary school. This is the time when young people are likely to start travelling alone for the first time. It is also when students face a greater exposure to drugs. Each day, pupils from 24 local schools will be faced with 8 different challenges related to personal safety on the internet, public transport, fire safety, road safety and substance abuse. There are also challenges on littering and healthy eating.

The scheme has run for the past two years and is funded by MOPAC and has proved very successful. Student feedback from previous years indicates that they feel safer

Havering delivered sporting and fitness opportunities as part of the Us Girls! Programme. An award-winning programme, the Us Girls brand is designed to increase and sustain young women's participation in sport and physical activity within some of the nation's most disadvantaged communities.

### **Objective 3. Remove Barriers to accessing the Council's Services**

In July 2015, the Corporate Translation and Interpreting Policy was refreshed to reflect demographic and policy change and the Council entered into a new partnership arrangement with the Language Shop. The agreement is monitored by the Diversity Advisor and usage and new initiatives are reported to CDMG. It is hoped that in 2016 the Language Shop will extend the range of services available to the Council by introducing a video conferencing service.

Havering Dementia Action Alliance was honoured at National Diversity Awards

Home Instead Senior Care Brentwood, Billericay & Upminster have taken an active part in The Dementia Action Alliance Havering and were delighted that the group's activities were recognised at the National Diversity Awards.

Havering Dementia Action Alliance beat seven others in the running for the Community Organisation Award in the Disability category.

The Havering Dementia Action Alliance has achieved, and is still working towards many changes for people living with dementia. There are 52 trained Dementia Champions in the Borough, covering every care home and domiciliary care agency in this area.

Described by judges as 'an extraordinary charity', the organisation is making an immense difference to people in all aspects of their lives from accessing libraries, changing Human Resource policies at work to helping re-design a Cross rail station.

The consultation policy was published The policy aims to support a process of informed and transparent decision-making and planning by improving the quality and effectiveness of public consultation undertaken by or on behalf of the Council. The policy is supported by a series of **Consultation Worksheets**, which offer practical advice, templates and useful information for staff undertaking consultation. Together, the policy and worksheets will help to ensure that we:

- Have a consistent approach to consultation
- Have a clear set of standards and protocols
- Better co-ordinate consultations to reduce repetition, duplication and consultation fatigue
- Utilise new technologies and social media
- Better utilise resources, skills and expertise
- Make use of our networks and partnerships
- Co-design services with users
- Better engage with hard-to-reach groups
- Comply with the Equality Act 2010, the Data Protection Act 1998 and other relevant legislation
- Improve the impact of consultation.

The Voluntary Sector Strategy was published in July 2015. The long-term vision for this strategy is to ensure that communities are resilient and supported by an effective and sustainable voluntary and community sector. the strategy has **two key aims:**

- To strengthen communities and to increase the effectiveness and impact of the voluntary sector so that it can support communities to be more resilient, by enabling neighbours, communities and families to support one another, and

local people to take the lead on improving their local areas through voluntary action, and

- To improve local voluntary sector capacity to deliver quality local services that people need, and that new types of services, which best meet people's needs are developed with and by the sector (possibly through new models of delivery)

The Community safety and development team provided support in developing the Boroughs first LGBT+ forum - the forums main purpose is to

- Provide and maintain resources for Havering's LGBT+ communities including training, advice and support.
- b) Build effective relationships with individuals and groups in Havering and across London and Essex.
- c) Become a focal point for advice and consultation with service providers and departments within statutory organisations.
- d) Promote acceptance, equality, and understanding of Havering's LGBT+ communities.
- e) Challenge discrimination in all its forms against LGBT+ people.

We look forward to reporting back on the forums activities in next year's report.

In February the Havering Compact and the leading charity Tapestry hosted an event to explore new ways of working together that would benefit the communities we serve.

Havering Council is arranged half-day workshops for voluntary and community sector organisations who wished to understand more about the procurement and tendering process.

The Havering Show was delivered in August 2015

Over 500 people attended the International Women's Week event –The event was a great opportunity to celebrate the achievements made over the previous year.

The Economic Development Team invited Adult Social Care Providers to join the Sustainable Care Havering Project providing an opportunity for Adult Social Care Providers in Havering to join a two-year business support programme aimed at increasing business productivity and efficiency through expert business advice and workforce planning support.

### **Objective 5. Develop a diverse workforce that can respond to the needs of all our customer**

All revised and new HR policies and procedures will continue to be subject to scrutiny by the Corporate Leadership Team (CLT) Policy Group and the Unison

Black Workers Group before final versions are produced, to ensure that the impact of revised and new HR policies and procedures takes into account the potential impact on staff with protected characteristics and that this is mitigated against.

The Council has run recruitment campaigns to encourage younger people to join the organisation. It has successfully run its apprentice campaign and graduate placement scheme

## Objective 6. Embedding equalities into business as usual

E&D is part of the remit of the Community Safety and Development team and is responsible for:

- Advising on Council's statutory duties under the Equality Act 2010 and other relevant legislation
  - Ensuring the Council is compliant with legislation and follows best practice
  - Advising on any E&D related queries and issues regarding both service users and staff members
  - Producing and overseeing the Council's Single Equality Scheme and Action Plan
  - Designing, delivering and commissioning E&D related training
  - Supporting EIAs and report writers to assess the equality implications and risks of their decisions, enabling decision-makers to make informed and evidence-based decisions
  - Supporting CDMG and the task and finish groups
  - Managing The Language Shop translation and interpreting service for Havering
  - Over the past year the team has focused on mainstreaming the E&D agenda into all core processes of business while maintaining a high-profile corporate E&D function that meets the needs of customers and employees.
- 
- All Cabinet and committee reports consider relevant Equality and Social Inclusion implications. The EIA template, which is used to inform decision-making, was communicated to services through mechanisms such as the Policy & Strategy Development Framework. In 2015-16 financial year, the Corporate Policy & Diversity team provided support and/or comments on:
    - 110 EIAs, and
    - 200 decision reports (Cabinet and committee reports and Executive decisions).

Following a review of the 2014-5 Fair to All training programme a revised E+D training offer was delivered for staff. The main aim of the revised training offer was to encourage as many employees as possible to participate and to make the training as practical and tailored as possible, making it easier for delegates to understand the relevance of equality and diversity



Bespoke training sessions were also delivered to Children's services and two E+D sessions were delivered to Members. The team will continue to use feedback to refine the E+D training offer for staff

Incidents and reports of hate crimes were addressed through the monthly anti-social behaviour panels and community MARACs, ensuring that all incidents were met with a multi-agency response and dealt with thoroughly.



**Havering**  
LONDON BOROUGH

**ANNUAL REPORT OF  
THE CHAMPION FOR THE HISTORIC  
ENVIRONMENT**

## **ANNUAL REPORT FOR THE MEMBER CHAMPION FOR HISTORIC ENVIRONMENT 2015/16**

### **Introduction**

I am pleased to be able to present my second Heritage Champion report to you, as much has happened this year. I will not make it a long report, in case that deters people from reading it, but will try and make it interesting and include the salient points.

### **Listed Buildings**

Every year, Historic England issues a report of all listed buildings which are on their Heritage at Risk Register - meaning that these need attention. Ideally, I would love to see a nil report for Havering, but was nevertheless delighted to see our entries drop from 14 last year to 12 this year. And of these several are getting attention. I am very pleased to report that two structures that were removed from the Register were Parklands Bridge & Rainham Hall Stable Block.

### **Upminster Windmill**

The Windmill is an iconic building of Havering, which had fallen into disrepair, despite its appearance. Heritage Lottery funding was applied for, and this was successful in its first attempt - and the scheme is now well on its way - a new Education and Training Centre is being built next to the mill. It includes sustainable features such as a sedum roof - this will include improved facilities, including much needed toilets. The repair of the mill itself has been awarded to a Dutch Millwright, as the other tender received from a British company was very much higher in price. The sails and the cap will be removed and transported to Holland, where they will be repaired. The project will take about two years to complete and whilst the works are being done the mill will look unsightly, however it will be worth the wait when it is completed. The sails will be returned, re-fitted and the milling machinery will be restored to working order. When it is completed it will be able to mill flour but it won't be possible to sell it to the public due to hygiene regulations

The archaeology work that has been taking place must be mentioned too - a steam plant was discovered behind the mill, which proved to be unique in the world - some achievement - but I'm too modest to say who was actually part of the dig that discovered it...



*Upminster Windmill undergoing restoration work*

## Parklands Bridge

I am delighted to report that after considerable number of years, the bridge in Parklands Park has been restored. The bridge formed part of the C18th Gaynes estate and the bridge was designed by the famous English Architect, James Paine. The bridge had fallen into a very sorry state of repair and had an ugly metal parapet and structure was covered in ivy. The bridge has been restored to match its original appearance. The lime render has been repaired and a new decorative stone parapet has been installed. It is finished with a lime wash coating. - I would urge all members to go and have a look at it. The Chair of the Friends of Parklands won a

well-deserved civic award from our Mayor this April in recognition of his achievements.



*Parklands Bridge before restoration works took place*



*Newly Restored Parklands Bridge*



## Rainham Hall

This fine 18th century house has also been fully restored by the National Trust and is open to the public. The stable block, listed in its own right is now a café and has a meeting room on its top floor. The gardens have also been renovated, and this is another worthwhile visit that I would urge you all to make.

## Other buildings

Of course, things are not all perfect - Bretons is still causing concern, but plans are in progress, and the first draft has been done, with the second due any time now.

The Dell cottage, privately owned is in a very sorry state, but an urgent meeting is being organised.

## New listed building

Following the restoration of the war memorials in the Borough last year, the Secretary of State for Culture, Media & Sport on the advice of Historic England announced that Upminster War Memorial was to be listed - the Celtic cross in Upminster, unveiled in 1929 has now joined our other buildings of merit

I would urge all members to think of the heritage in their Wards - any buildings, memorials etc, which are of special note- please advise me, or our Historic Buildings Officer , to see if they can be listed by Historic England, and so preserve them from possible development.

*Extract from the Romford Recorder, announcing Listed status for Upminster War memorial and the memorial following restoration.*



## Listed status for memorial to fallen

Upminster War Memorial has been given Grade II listed status by Historic England.

The memorial at St Laurence Church, Corbets Tey Road, Upminster, was unveiled on May 8, 1921.

Paid for by public subscription, the memorial was designed by Mr C Harrap, of Upminster, and built by Messrs Pilgrim and Sons of Ilford.

The original memorial commemorated 66 local servicemen who died during the First World War.

The names of 123 service personnel and 18 civilians were added to the memorial following the Second World War.

It has been given listed status due to its historic interest.

Historic England has described it as "an eloquent witness to the tragic impact of world events on this local community, and the sacrifice it has made in the conflicts of the 20th century".

The Celtic cross is described as being of "architectural interest".

The memorial has recently undergone restoration work funded by Havering Council.



The local list includes all buildings which are special to Havering, but are not rare enough nationally to be officially listed - the former Towers Cinema in Hornchurch is an example – a land-mark for Hornchurch, but one of many old cinemas in the country.

*Bingo Hall in Hornchurch on the night it opened as the Towers Cinema in 1935. Havering Libraries-Local Studies*

I have bi- monthly meetings with the head of planning, where we discuss the local list amongst other things. We used to have a full time post that dealt with the list, also planning matters which concerned historic settings, our conservation areas etc. but sadly this role is being filled by an officer for just one day a week - this simply is not enough, and I will make strong representations to get the matter sorted.

## **Conservation Areas**

In Havering, we have 11 Conservation areas, these are reviewed every so often, and new ones considered - I often think that the old village of Wennington deserves this honour, and so preserve the heritage here, and keep the village as is.



*Wennington Church*



Most of our Conservation areas have societies which keep an eye on them, Havering-atte Bower and Corbets Tey both have conservation societies, one of the Boroughs previous Heritage officers lives in the heart of Rainham and takes an active interest in her surroundings. Gidea Park and Romford both have civic societies - this is to be encouraged, and the people involved listened to and supported.

Langtons Gardens, in the centre of Langtons Conservation Area has been restored to a very high standard as funding was obtained. The Friends of Langtons Estate are to be congratulated on their achievements. Langtons House itself, our registry office and the gardens make a very fine back-drop for the wedding photos. Nearby to Langtons House is Fairkytes, another important listed building, our well used arts centre.



*Langtons Gardens*

The only conservation area on the 'Historic England Heritage at Risk Register' is Romford - care should be taken with any planning applications, to make sure they are in keeping with the Conservation Area and encouragement given to the newly formed Civic Society to assist getting it removed from the list.

On a plus side, the centre of the area is our famous market -and funding has been obtained to improve it. Opportunity begs for the heritage to be preserved - a heritage walk, vistas of St Edwards Church not obstructed, the main idea of a family space is fine, but materials will have to be carefully considered so they are in keeping and well designed.



It is a must that the civic society is included in all plans for the market.

*St Edward's Church,  
Romford*

At the moment nothing new is planned for our established areas, but there is a grave cause for concern - Thames Crossing. One option, option C, has a new road planned to go between North and South Ockendon - crossing large swathes of countryside, decimating the lovely old village of Orsett, and ruining many people's lives. The consultation, which brought a huge response, was flawed, as it implied that the Council's favoured option, option A, which is a bored tunnel next to the current Dartford Crossing was off the agenda - we can only hope that common sense prevails

## **Hornchurch Country Park**

As well as our 3 historic parks, we also have Hornchurch Country Park, with its connections with RAF Hornchurch, during WW2 and WW1. This country park has recently received well needed funding, and now has a café, and shop, in a modern building, which fits very well in its historic setting. Although perhaps the primary use is the wildlife, of which there is plenty, there are also the old pill-boxes and other historic artefacts dating from WW2.



### *Hornchurch Country Park Wetlands*

There are excellent notice boards about the wild-life, detailing what you can expect to see in the park. There are also two notice boards that explain the role that RAF Hornchurch played in the First & Second World Wars. The park is very well worth a visit.

## **Forums**

We have 5 different forums, which take place throughout the year, important for keeping people and various societies informed of what is going on in our borough. These are the Library Forum, and forums that cover disabled users, parks, heritage and culture. There have been problems in finding time to organise these, which will be addressed in July, but the Historic Environment Forum has met twice in the past year.

The first time was at the Listed public house in Harold Hill, the “Morris Dancer”, formerly New Hall Farm, and a heritage asset in its own right. Talks and presentations included a history of the building, Rainham Hall and Boyd Hall School, in Cranham. Our Historic Building & Landscapes Officer gave a talk about the buildings included on the Heritage at Risk Register in the Borough, and outlined the action being taken on each case.

The second was a fascinating talk by Professor John Burland who was the expert responsible for advising on stabilising the leaning tower of Pisa, which was in danger of collapsing. He made the work sound easy, but I'm sure it was not. He has also been monitoring the leaning church wall at Rainham for a number of years, and although it appears to be in danger of falling over he assured us it is quite safe!



*Rainham Church*

## **Exhibitions**

I think one of the most important things about our heritage is making sure that people know about it, are made proud of it, and hopefully will get involved with restoration, form friends of groups, which can then apply for the much needed funding.

Old Chapel have talks every 2nd Wednesday of the month, our Havering Museum has several exhibitions throughout the year, and our libraries, notably Romford and the local studies, now sadly down to just the one member of staff, also have put on several exhibitions throughout the year.

Hornchurch and Romford both have historical societies, which meet regularly, and



Upminster Windmill, until its restoration, and the Tithe Barn Museum in Upminster was open several days throughout the year.

*Tithe Barn Museum*

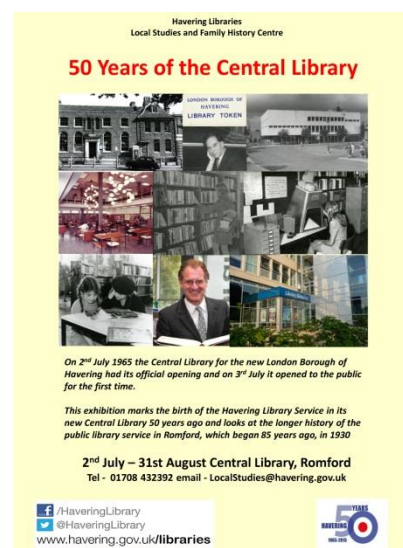
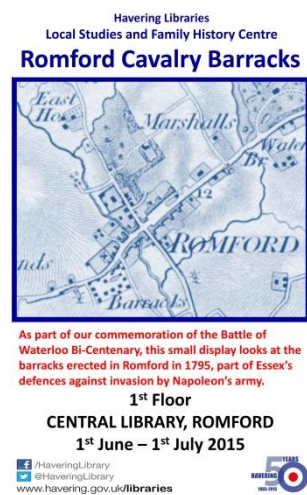
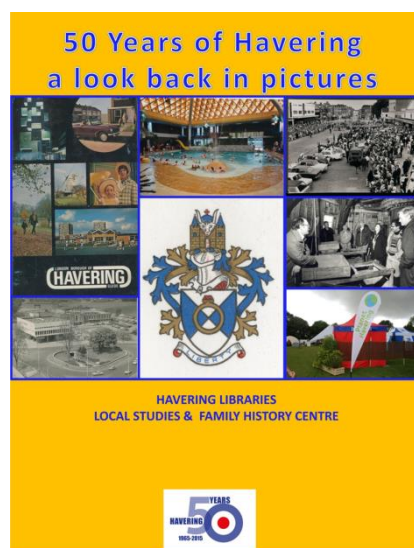
## Havering Libraries Local Studies and Family History Centre 2015-2016

Local Studies continues to support individuals and organisations in their local and family history research, with 1700 visitors and more than 1,300 enquiries via email, letter and telephone.

### Digitisation

Following the conclusion of two projects funded with external money, our team of digitisation volunteers have continued to help us to make more of our collection available online. They are scanning, re-packaging and cataloguing our illustrations collection using the skills developed through the projects. The images are available to view through the catalogue available through the Havering Libraries' website <https://arena.yourlondonlibrary.net/web/havering/welcome>.

### Exhibitions



April 1<sup>st</sup> 2015 marked the 50<sup>th</sup> anniversary of the London Borough of Havering and Local Studies created a special display, **50 Years of Havering-a look back in pictures** which formed part of the Town Hall celebrations and was displayed at the Havering Show and the Central Library. During the year Local Studies mounted further exhibitions marking the bi-centenary of Waterloo with a display about the **Romford Cavalry Barracks**, and **50 Years of the Central Library** in its present building. The anniversary of D-Day was commemorated with a reshewing of **Pilot Officer Percy Prune and RAF Hornchurch**. Local Studies also prepared exhibition material for the Council's events to mark the Centenary of ANZAC Day at St Andrew's Church in Hornchurch on Saturday 25<sup>th</sup> April 2015. Display boards about Havering and Queen Elizabeth II were used at the Havering Show. The celebrations of Elm Park's 80<sup>th</sup> Anniversary in May 2015 were supported with an exhibition, originally compiled to mark its 75<sup>th</sup> Anniversary, at Elm Park's 80<sup>th</sup> Anniversary event.

### Talks and Visits

The Local History Librarian has given a number of talks about the collection including to Chadwell Heath Historical Society, The Friends of Valence House, Hornchurch and District Historical Society, Good Companions at St Peter's Church, Harold Wood and on the history of Havering to Council staff involved in planning and conservation. School visits to the collection gave children the opportunity to discover Havering during the First World War and Havering during the Second World War. Children from St Peters RC Primary School visited to research the history of Marshalls House for their end of year play.

### **Additions to the collection**

There were twenty five new accessions donated to the collection during the year ranging from **2015/31 Upminster Bach Society Programme for Concert 1976** and a privately printed book about the life of a First World War soldier who had been stationed at Hare Hall Camp **2016/5 George Howard Gilbert 1888-1968 His War Letters And and Outline of his Life and Times by John Gilbert** to **2015/14 Rotary Club of Hornchurch and Upminster - Council and Business Meeting Minutes 2005-2014**, **2015/18 A collection of postcards from Eric St Andrew Todd** which included a number of rarely seen postcard views of Romford, **2015/23 Havering Eighteen Plus Group Scrapbooks and other records 1968-2005** and the most unique collection received **2015/26 Havering-atte-Bower collection from Freda Rhodes** which includes a set of glass plate photographs produced for her grandfather to produce postcards in the Village Shop at Havering.

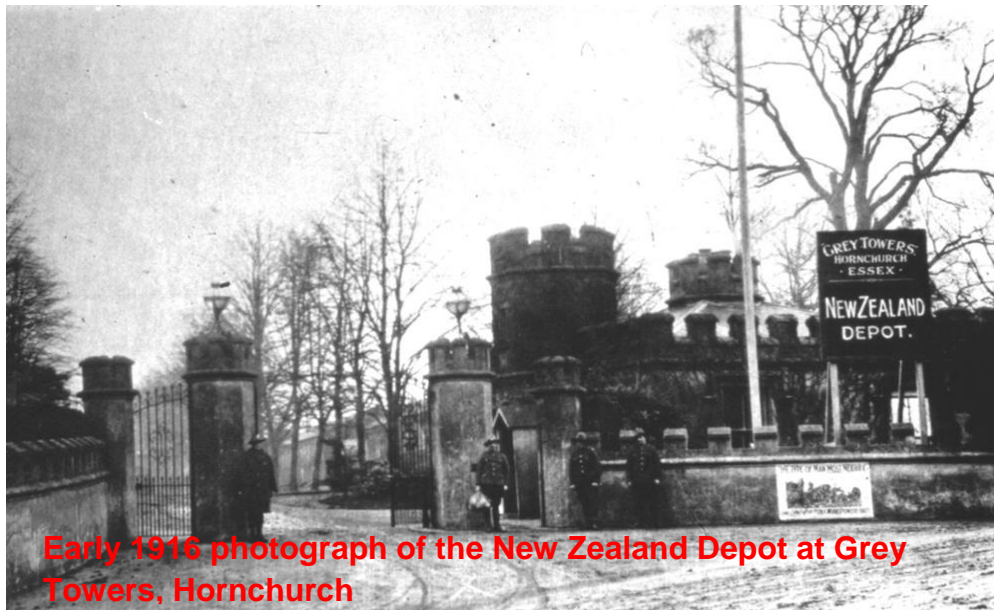


**Cottons Park postcard from ACC2015/18 and a unique glass plate photograph of The Round House. Havering-atte-Bower from ACC2015/26**

### **Online**

Throughout the year **Home Front Havering**, <https://arena.yourlondonlibrary.net/web/havering/world-war-one-diary> , our online diary of life in Havering during the First World War has been updated monthly and marked such occasions as the departure of the Sportsman's Battalion from

Hornchurch and the arrival of the Artists' Rifles at Hare Hall and New Zealand troops at Grey Towers.



**Early 1916 photograph of the New Zealand Depot at Grey Towers, Hornchurch**

Local Studies contributes items to the Havering Libraries Facebook and Twitter timelines throughout the year.



**Havering**  
LONDON BOROUGH

**ANNUAL REPORT OF  
THE CHAMPION FOR the OVER 50'S**



## **ANNUAL REPORT FOR THE MEMBER CHAMPION FOR OVER 50's – 2015/16**

The London Borough of Havering has the highest proportion of residents over the age of 65 in London estimated at 45,340 people, which is approximately 18.5 per cent of the total Havering population (244,729). It is vital that this age group stays as active and independent for as long as possible.

### **Social Isolation Project**

The Social Isolation Project has been set up to respond to the increasing issue of social isolation and loneliness in our Older Adult community. A Steering Group meets regularly to provide strategic direction and input. I am a member of that group which has enabled me to provide Member influence and support.

Adult Social Care, Strategy and Commissioning, has responded to this issue through the recruitment of the Social Inclusion Coordinator, Samantha Saunders.

Samantha Saunders is leading the Social Isolation Project with a small team of Community Navigators. The Community Navigators visit the Older Adult at home and spend time finding out about the Older Adult's life and interests. They then research what is going on in local community that may be of interest for each individual.

The Community Navigator can then provide practical advice and support to help the Older Adult overcome issue around going out of their home. This can include practical issue relating to booking Taxi's or Dial a Ride, and attending activities with the Older Adult to encourage them to meet new people.

The Project will work with 100 Older Adults who are in receipt of an Adult Social Care package and have been identified as socially isolated. The Project is running for 1 year and is currently 7 months into the process.

The project will run until November 2016 and within this time has very specific objectives to achieve;

- To understand the socially isolated community of Older Adults in Havering .
- Evaluate the effectiveness of a Personalised Social Isolation Intervention - The change in the service user's perception of their social isolation.

- Cost Effectiveness of Personalised Social Isolation Intervention – The cost of the Adult Social Care Packages and impact on the draw on health services.
- Assess the potential of the existing wider community resources as a method to address social isolation.
- Identify gaps in existing community resources to inform future market shaping to address social isolation with wider cohorts.
- Develop an effective intervention approach which is transferable to wider cohort and business as usual.

To date the project has received 217 referrals and the staff are currently working with 79 clients. The clients referred to the project have provided valuable information about our Havering Older Adult community and provided an understanding of the needs and challenges in supporting Older Adults to overcome the barriers causing social isolation.

The project also is developing a broad understanding of the wider community resources and compiling a spread sheet to populate 'Earthlight', which is mapping software to collating geographic information and this will be transferred to business as usual.

Significantly the project has been able to identify gaps in current service and is developing an understanding how these gaps can be addressed to enable Older Adults to have greater choice and access to meaningful community activities:

- Home Based Support. There is a lack of options to refer older adults to who are limited in their ability to leave their homes, either due to physical disability or cognitive impairment. They function within their home with an appropriate level of support but report low mood, loneliness and social isolation due to these limitations.
- Enhanced Personal Assistant market to respond the Social Needs of Older Adults. Service users in receipt of Personal Budgets which includes Social Isolation need support to understand what their options are and the PAs need to be skilled in how they can assist and motivate clients.

- **Transport +.** Transport options do not provide the level of support needed for older adults to access the wider community resources. Chaperoned transport to community activities is required to bridge the gap between the Older Adult and the community group.
- **Collaborative approach to providing groups.** Older Adults that want to attend groups but are limited by need to have accessible facilities. Community Groups could come together in one Community location with accessible facilities and PA support.
- **Bringing People Together.** Supporting Older Adults with similar interests to connect. A coordinator who can enable peer support groups to be established. An example of this has been support we have given to ex-servicemen and women to come together through SSAFA (The Armed Forces Charity), who are establishing a lunch club to meet this need.

The project will continue to work with clients until November 2016 and a report of the project's findings will be produced, with further recommendations.

### **'School for Scammers'**

Mayor's Office for Policing and Crime (MOPAC) funding was used to create and deliver a bespoke interactive performance programme for community groups, to raise awareness of fraudulent activities that might affect them. In consultation with the Safer Neighbourhood Board, **School for Scammers** - a humorous and thought-provoking one-hour Forum Theatre and multi-media programme for adult/young adult audiences.

The programme opens with a performance of the **School for Scammers** short play to ice-break the session. After the initial scripted scenario is played out, the audience participates in a Forum Theatre workshop to decide which direction the characters should take, leading to the outcome of the drama.

This is followed by a specially devised quiz session using the Qwizdom™ interactive learning system (where appropriate) to assess how much information about the issues the audience has understood and absorbed.

This second tour of **School for Scammers**, was delivered from January through to April 2016. There was a diverse range of audiences and a new selection of Havering community groups. However primarily the focus was those aged 50+ as can be seen below.

<b>Date</b>	<b>Group</b>	<b>Audience</b>	<b>Participants</b>
Friday 22 <sup>nd</sup> January 2016	Elm Park Community Association: Over 50s Coffee Morning	Ladies aged 50+	20
Monday 25 <sup>th</sup> January 2016	Mardyke Community Association / Centre: Orchard Village 40+ Club	Mixed Aged 65+	13
Thursday 11 <sup>th</sup> February	Salvation Army: Friendship Group	Mixed Aged 60+	145
Wednesday 17 <sup>th</sup> February 2016 PM	Romford Synagogue, Luncheon Club	Mixed Aged 50+	35
Wednesday 17 <sup>th</sup> February 2016 Evening	Hornchurch Bowls Club: Hornchurch Harmonies Women's Institute	Ladies Mixed Ages	40
Thursday 21 <sup>st</sup> April 2016	Yew Tree Resource Centre: Havering Self Directed Support Group (SDS)	Mixed Aged 50+	10
Tuesday 26 <sup>th</sup> April 2016 PM	Emerson Park Community Hall: Hindu Cultural Society of Havering	Mixed Elders	35
Tuesday 26 <sup>th</sup> April 2016 EVE	HOPWA House: 3H Club	Mixed adults with learning difficulties	40
<b>TOTAL 8 Performances</b>			<b>338</b>

A bid for five further sessions has been and the Safer Neighbourhood Board are awaiting approval.

### **Tapestry Befriending in Sheltered Housing Complexes**

The Council has been working with Tapestry to deliver a Befriending Scheme for residents in Sheltered Housing. A survey undertaken in 2014 showed that 45% of the 400 people questioned felt isolated on account of poor health, limited social contact and restricted mobility.

The scheme was launched in November 2015 to help people feel less isolated and promote confidence, independence and access to health services. Within five months had engaged 129 residents in a variety of opportunities including telephone befriending and group activities.

The project is currently under review to identify what improvements can be made in the future.

## **Visbuzz**

London Borough of Havering are one of five boroughs awarded a grant by London Councils to trial 'Visbuzz'. Visbuzz is a simple video calling tablet, that enables Older Adults to securely contact their family members to make a video call.

The Visbuzz user sees a picture frame containing photographs of the people they have chosen to keep in touch with. A single touch of a photograph is all that's needed to connect them immediately for a face-to-face video call, or to accept an incoming call. If it's not convenient to talk, there is a simple messaging system. No unauthorised callers can use Visbuzz. Friends or relatives can video call the Visbuzz User from just about any tablet, smartphone, laptop or PC connected to the internet.

The Visbuzz Project will be issuing 90 Tablets with MIFI (internet access) to Older Adults in receipt of Adult Social Care and living in the community. The project will run for 1 year and there is no charge for the Older Adults for this period.

## **Disabled Go**

Provides a list of locations at a 1,000 venues in Havering which sets out access options which can assist people getting out and about.

## **Free Swimming for Over 50's**

The scheme is still flourishing and user statistics for all pools across the Borough showed that 937 people over the age of 50 had benefitted from the free swimming arrangements in the year March 2015-April 2016, including 13 over the age of 80.

## **Havering Over 50's Forum**

I have attended meetings of the Havering Over 50's Forum regularly and participated in some of the social activities that the group hosts as well. The Forum regularly has around 100 attendees.

The Havering Over 50's Forum invites speakers to attend meetings. There is a wide and varied programme and this year, speakers included representatives from the Essex Wildlife Trust, Havering Museum, Rainham Hall, Healthwatch, Open Locksmith, the Deputy Chief Pharmacist and "Disabled Go". The Forum is very active and well supported and plays an important role in the Borough. Attendees cascade their knowledge to other groups of which they are members so knowledge and information is shared.

## “Techy Teas”

Upminster Library started hosting monthly “Techy Teas” in December 2015. The sessions have grown from 5 attending in December to an average of 34 per month.

The majority of people who attend are over 50, although the sessions are not exclusively for this age range.

The sessions are run by a mixture of CAB and Library volunteers who share their IT skills with those who may be struggling to use their laptop, Smart Phone or Tablet. Customers are invited to “drop in” with their device and their problem and they will receive one to one support from a volunteer. While they are waiting, they are able to have a cup of tea and a chat.

The feedback from customers has been really positive with many returning when they encounter another problem.

## Visits to Groups in the Borough

There are several active groups in the Borough which I have visited over the past year.

- **CAMEO (Come and Meet each other)** meets in Collier Row Church Hall for tea, conversation and board games. They would like to be able to join in with the Havering Over 50’s Forum, but as transport links between this part of the Borough and the Town Hall are limited, many of the people in the area find it difficult to attend.
- **Circle of Friends** that meet regularly in HOPWA House
- **Di’s Diamonds** – a very active group with a membership of over 400 that enjoy visits to art galleries and exhibitions, meals out, bowling and trips to sites of local interest, such as Upminster Chapel.
- **Cranham Baptist Church** – also provides opportunities for older people in the Borough to meet regularly.

## Individual Cases

I feel that one of the most important parts of my role as Champion for the Over 50’s is to take on individual cases. This year, I have done a considerable amount of work with Housing Services to achieve practical solutions for re-charging and storing mobility scooters in Cottons Court. Residents encountered serious problems with the existing design of the storage utility that posed physical risk and caused damage to scooters from lack of heating and condensation. As a result, I am pleased to report that the current garden area is being adapted to provide a new storage space and

the lessons learned from this case will be used to inform future building design. Residents have been fully involved in developing the solution. Housing officers have been particularly helpful with this.

I have also undertaken to liaise with the Council on complaints in Care Homes.

The other significant issue to emerge during the course of the year is Council communication with the over 50's. An example of this has been the renewal of green waste bins, which is now only accessible online. Many of the people affected by these changes are less mobile and do not have ready access to IT. The switch to online renewals was made without consultation and with no alternative provision for renewal. Consequently, a significant number have felt marginalised by the change and I do feel that we have a duty to take the needs of this group into account when making future modifications to the service. Following a Council debate on 8<sup>th</sup> June, this matter is now being addressed and alternative methods being developed to provide options for those without computer access.

**Councillor Linda Van den Hende**



**Haverling**  
LONDON BOROUGH

**ANNUAL REPORT OF  
THE CHAMPION FOR THE  
VOLUNTARY COMAPCT SECTOR**



## **ANNUAL REPORT FOR THE MEMBER CHAMPION FOR THE VOLUNTARY SECTOR COMPACT 2015/16**

### **Havering Volunteer Centre**

Due to the closure of HAVCO Volunteer Centre in September 2015, the new Havering Volunteer Centre was set up in October 2016 with support from Havering Council. In January 2016 the new Trustee Board and CEO Shelley Hart took on the lease to premises 32-34 High St., Romford, RM1 1HR and started to operate from that address. The official launch took place on 2<sup>nd</sup> June 2016 and I was pleased to be one of the guest speakers. I have regular meetings with the CEO and am currently in the process of conducting on-going negotiations with the Council to fund DBS checks for volunteers.

Since the Volunteer Centre opened its doors approximately over 240 residents have signed up to volunteer and local organisations have registered their volunteering opportunities with the Centre.

### **Community Clean Ups**

From April 15 – March 16: a total of 722 volunteers took part in 48 recorded clean ups (including the Clean for the Queen) across the Borough.

- Clean for the Queen weekend 4<sup>th</sup>-6<sup>th</sup> March: in total 13 recorded sites took place with 442 volunteers taking part.



**Friends of Rise Park & Parklands Infant School supported the Clean for the Queen event at Rise Park**



**The Arise Metropolitan Assembly Church co-ordinated at Clean Up at Elm Park Broadway in partnership with the Elm Park Ward Councillors**

### **Compact**

During 2015 a steering group made up of a range of local statutory and voluntary sector organisations worked together to refresh the Havering Compact, the local agreement between the public and voluntary and community sectors on how to work together effectively. The Compact was re-launched on 18<sup>th</sup> November 2015.

On 29<sup>th</sup> February the Compact held its first event in partnership with Tapestry to support and build smaller charities, aid networking and collaborative working across the voluntary and community sector. 18 attendees, 11 organisations charities, organisations and partners were represented.

Following on from this event the Compact Steering Group further discussed engaging with more VCS organisations to strengthen collaborative working on prospective contracts. A workshop has been organised to take place on 5<sup>th</sup> July to explore the possibility of forming a Special Purpose Vehicle (SPV).

Early March saw the first issue of the Compact News distributed via the Council's email updates. An advance subscription of 118 had signed up in anticipation. Subscription numbers have increased monthly and currently stand at 671.

The signed Compact agreement and terms of reference can be found on the Havering website

### **Active Living E-Newsletter and Communications**

The Active Living email update is produced on a monthly basis and provides information on events, activities, groups and clubs, services, volunteering and funding opportunities offered to residents aged 50+ and organisations who provide services to cater for this particular section of the community.

Organisations are welcome to promote their service at no charge.

Subscription has increased at a pace from October 2014 with 150 readers to present day 4661.

### **LGBT+ Forum**

The Havering LGBT+ Forum held its inaugural meeting on 7<sup>th</sup> June when a committee and officers were elected and constitution agreed.

It is envisaged the group will have an emphasis on safety and security, health, signposting to local services and a social element.

### **Events**

**International Women's Day** took place on Saturday 12<sup>th</sup> March 2016 from 11-4pm , Ardleigh House Community Association was the host venue. The Havering theme was Health & Well Being. £1000 sponsorship was received from Tapestry, with approximately over 400 residents attending this free community event.



**Complimentary massages**



**Event organisers and Guest Speakers**

### **BME Forum Health Events**

During 2015 the BME Forum hosted 3 community health and wellbeing events. The first event took place on Wednesday 19<sup>th</sup> May, 2015. A Dementia and Alzheimer's Awareness Event, held at The Salvation Army Hall, Petersfield Avenue, Harold Hill, RM3 9PP between 1.00pm-4pm, featuring information stalls and an interactive workshop on Dementia.

An Emotional Health and Well Being Event was held on Wednesday 15<sup>th</sup> July 2015 from 2.00pm and 5pm at the HASWA Centre, Greenfields, Kilmartin Way, Hornchurch RM12 5NB. This event hosted an informal market place style format with information stalls and interactive workshops on Emotional Health & Well Being.

ON 19<sup>th</sup> November 2015 the BME Forum hosted the first Havering International Men's Day at the YMCA, Romford. This event provided information and talks on men's health and well-being.

I have attended a variety of events as Council Champion over the past twelve months, including the Annual event at Yew Tree Lodge, several Havering MIND events, including the Christmas party, the Friends of Cotton Park "Fun Day" and a celebration at the Hindu Temple in Noak Hill.

### **Volunteer Recognition event**

This was held on 3<sup>rd</sup> June in recognition of the many volunteers in the Borough

### **Library Volunteers**

Since January 2016 a push on the recruitment and training of volunteers within the library service has seen an increase in numbers. A recent count in the number of volunteers showed that there are now 280 volunteers within the service, this is 97% of the target.

The volunteers were recruited through a vigorous advertising campaign; these were targeted in specific wards or library catchment areas that had a traditionally low uptake in volunteering. It was also advertised on London Volunteering websites and in the local press. The Equality and Diversity data has been incredibly positive and has demonstrated an increase in young and BME individuals volunteering. More work is being done to investigate how to improve our uptake of those with disabilities and men.

All volunteers, old and new have been given a new training offer, this includes a corporate induction that covers:

- Safeguarding
- Equality and Diversity
- Customer Service
- Health and Safety

This training is being delivered by the reader development team & is being very well received by volunteers old and new.

A new system is in place for the volunteers which operates like an online dashboard, allowing them to communicate with volunteers from all over the service and to swap shifts if necessary, this is currently being piloted & evaluated.

### **Funding**

Since May 2015 – March 2016 the Community Development Team (formerly the Community Engagement Team) have secured £390,815.00 in external funding for Voluntary & Community organisations and groups across the Borough.

The Harold Hill Food Bank, Bower Hall, Harold Hill Bowls Club, Elm Park Community Association, Havering Islamic Cultural Centre and Friends of St. Andrews Park are just some of the local organisations and groups that have received successful grants from a variety of external funders that include: Veolia North Thames Trust, Henry Smith Foundation and the Big Lottery Awards for All.

### **Voluntary & Community Sector**

Since the completion of the Voluntary Sector consultations in February 2016, the outcomes from that consultation have produced: the creation and adoption of the Voluntary Sector Strategy & Action Plan, the development of a Volunteer Strategy & Action Plan.

Business Continuity, Crowdfunding and Procurement workshops have been provided to the voluntary sector.

The Voluntary & Community web section has been developed on the Havering website to support and offer guidance to the Voluntary & Community Sector.

### **Councillor Viddy Persaud**



**Havering**  
LONDON BOROUGH

**ANNUAL REPORT OF  
THE CHAMPION FOR YOUNGER  
PERSONS**

## **ANNUAL REPORT FOR THE MEMBER CHAMPION FOR YOUNGER PERSONS 2015/16**

It is a real privilege for me to be able to present this report to the council. Over my two years as the Champion for Younger Persons, I have been very fortunate to meet so many hard-working and dedicated young people who see it as their duty to serve our community and put others first. We should all be very proud of them. Looking at the talented and selfless individuals that I have met, I can safely say that our Borough has a bright future ahead.



*The Mayor and Mayoress and Cllr Joshua Chapman congratulate our two new members of youth parliament.*

### **Youth Council/Youth Parliament May 2015/2016**

Youth Council and Youth Parliament attended Conventions in London organised with British Youth Council for Make Your Mark Campaign 2015/16.

BYC Conventions are the only national events for youth councillors and youth representatives across the UK. These one day events held in the summer across the UK are designed to inspire and support young people to change their world, whether that's making a positive change within their local communities, taking part in a national campaign or tackling a global issue.

MYM is a UK-wide ballot which gives young people aged 11-18 the chance to decide what Members of Youth Parliament should debate and vote on. The Youth Council set a target to double the amount of votes from last year's (2014) Make Your Mark Campaign which achieved just under 2,000 votes.

All secondary schools participated including 2 Special Educational Needs schools, home Educated and Youth Centres. Havering achieved just under 9,500 votes and was the 5<sup>th</sup> most improved Borough in the UK (Source: British Youth Council).

### HAVERING TOP 5

NUMBER	ISSUE
1.	Living Wage
2.	Curriculum for life
3.	Transport
4.	Reduce racism and religious discrimination in our communities
5.	Votes for 16 & 17 Year Olds

Members of Parliament attended the House of Commons in November to debate the top 5 issues in the UK.

1. A living wage
2. A curriculum to prepare us for life
3. Transport
4. Mental health
5. Reduce racism and religious discrimination in our communities

Both Havering members were chosen by Rt Hon John Bercow MP to speak and both took part in the vote. Campaigns receiving the most votes were: **Reduce Racism and Mental Health.**



*Havering MYP's 2014/16 far left in blue jacket Frankie Walker and in red dress Tolu Akingbade*

The term for Youth Parliament is for 2 years and which ended February 2016... applications were invited for young people in Havering to be elected. There was a great response, current MYP's were involved in interviewing and shortlisting process and 6 candidates were successful to campaign to be elected. Cllr Joshua Chapman was kind enough to be part of the Public Speaking and Campaign workshop held at the Town Hall in January 2016. Results were announced in February by Cllr Chapman and The Mayor, after 2 weeks of campaigning in schools and youth centres. The Event was attended by the candidates' schools and families.



*Voting in Havering Secondary School*

Havering MYP's are Eddie O'Sullivan and Victor Sarpong taking up their role 1<sup>st</sup> March 2016 until February 2018.



*Results Night Town Hall 25<sup>th</sup> Feb 2016  
From left to right Frankie Walker MYP 2014/16 Eddie O'Sullivan, Victor Sarpong,  
and Tolu Akingbade MYP 2014/16*



### **Projects:**

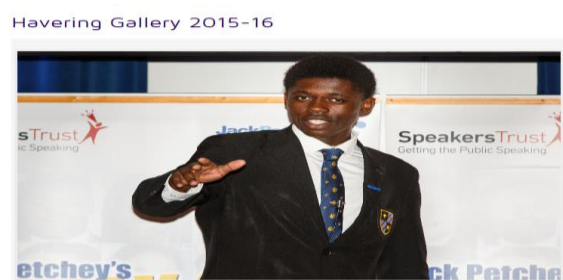
- Youth Parliament and Youth Council were involved over the summer of 2015 in a project with Havering Community Safety Team on healthy relationships. Together they developed a USB for young people that can save their work but also has a section that gives information on healthy relationships and Government definition of Domestic Abuse. This resource also has a short film, questions and answers as well as signposting for further information and support.
- Youth Council and Youth Parliament met with young people from Children in Care Council and Young Carer's to work on a project with LSCB.

### **Events/Meetings/Achievement:**

- Member of Youth Parliament attended an event in Hoxton for Anti-Bullying '*Greatness over bullies*' which was arranged by Thurrock Youth Council. The event was attended by key speakers and very inspiring.
- Youth Council supported with Cup Cake decorating activities during the Children in Care Council Launch. The Launch was a day full of fun activities at MyPlace (Harold Hill)
- Male Youth Council members attended MENS DAY at YMCA, Romford promoting male health and awareness. Not many people know about it, but every year on the 19th of November, International Men's Day (IMD) is celebrated in several countries in the world including UK. The Havering BME forum hosted the first event to specifically promote men's health on International Men's Day.
- Youth Council and Youth Parliament attended Young Carer's event to meet young people and their families. The day was an opportunity to raise awareness of both youth forums.
- Eddie O'Sullivan MYP was involved in stakeholder event and interviewing process for Chief Executive in Havering. Eddie was part of the 'workforce of the future' group who were able to meet and interview the candidates.
- Both new MYP's attended Youth Parliament induction at the Youth Voice Leadership weekend in Doncaster, organised by the British Youth Council. They attended workshops and made links/contacts with other boroughs over London and the Country.
- Youth Council and Youth Parliament have been fortunate enough to be part of workshops delivered by the Communications Team on Campaigning and Social Media. The workshops gave a great insight into campaign work and using social media. A Big Thank You to Louis High, Veronica Beserve and Keith Brown.



- Two Youth Council members (with other young people from their secondary school) attended *We Day* this year (March 2016). *We Day* is a yearlong educational program, WE Schools, work together to empower youth to be drivers of social change. At the heart of *We Day* and WE Schools is the belief that when we act together, we can transform the world. 'We' model of youth empowerment challenges young people to act with intention, and lead with compassion and the conviction that together we can transform lives locally and globally'. It was held at SSE Arena, Wembley, with 12,000 young people attending. Source: <http://www.weday.com/we-day-events/we-day-uk/>
- School recognised for democracy programmes – Marshalls Park School has been awarded a Discovering Democracy Award by the British Youth Council in recognition of their commitment to a democracy curriculum and raising awareness of democracy. The award aims to showcase those schools who engage young people, particularly those aged 16+, with democracy from an early age, whether that is voting for their representatives or a school council, or voter registration, or getting involved in social action campaigns. All awards were judged by a panel including young people and will celebrate and share the success of schools and colleges that go further in equipping their students with the skills and knowledge to use their voice in our society. Source: <http://www.byc.org.uk/news/schools-recognised-for-democracy-programmes.aspx>
- Jack Petchey Speak Out Challenge was hosted by Drapers' Academy in May. There were many great speeches. Source: <http://www.speakoutchallenge.com/havering-gallery-2015-16/>  
1st place went to Victor Sarpong, from Marshalls Park School (who is Havering MYP)  
2nd place went to Eve Meskell, from Coopers' Company & Coborn School  
3rd place went to Isobel Martin from Francis Bardsley Academy.



**Councillor Joshua Chapman**